

Government Department Strategies Index Handbook


He Puna Rautaki



Government Department Strategies Index Handbook

He Puna Rautaki

GDSs in operation as at 31 December 2021

Title	<i>Government Department Strategies Index Handbook – He Puna Rautaki</i>
Citation	<p>Please cite this publication as: McGuinness Institute. (2022). <i>Government Department Strategies Index Handbook – He Puna Rautaki</i>. [online] Available at: https://www.mcguinnessinstitute.org/publications/books-journals-and-other-publications [Accessed date].</p> <p>Copyright © McGuinness Institute Limited, June 2022 ISBN 978-1-990013-87-4</p> <p>Some rights reserved.</p> <p>This document is available at www.mcguinnessinstitute.org and may be reproduced or cited provided the source is acknowledged.</p>
Author	McGuinness Institute
2021/22	Thomas Augustowicz, Reuben Brady, Eilish Cartysquires, Gemma Coutts, Madison Crisp, Anna Kissock, Arne Larsen and Patrick Shonakan
2018/19	Reuben Brady, Wei Kai Chen, Holly Diepraam, Madeleine Foreman, Isabella Smith and Freya Tearney
2014/15	Annie McGuinness, Renata Mokena-Lodge, George Spittle, Karri Shaw and Hannah Steiner-Mitchell
Designers	Sophie Wells and Dana King
Editor	Caren Wilton
For further information	<p>McGuinness Institute Phone (04) 499 8888 Level 1A, 15 Allen Street PO Box 24222 Wellington 6011 New Zealand www.mcguinnessinstitute.org</p>
Disclaimer	<p>The McGuinness Institute has taken reasonable care in collecting and presenting the information provided in this publication. However, the Institute makes no representation or endorsement that this resource will be relevant or appropriate for its readers' purposes and does not guarantee the accuracy of the information at any particular time for any particular purpose. The Institute is not liable for any adverse consequences, whether they be direct or indirect, arising from reliance on the content of this publication. Where this publication contains links to any website or other source, such links are provided solely for information purposes, and the Institute is not liable for the content of such website or other source.</p>
Publishing	<p>The McGuinness Institute is grateful for the work of Creative Commons, which inspired our approach to copyright. Except where otherwise noted, this work is available under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International Licence. To view a copy of this license visit: creativecommons.org/licenses/by-nc-nd/4.0</p> <p> Printed in New Zealand by Wakefields Digital.</p> <p>This document is printed on Advance Laser uncoated paper which is an environmentally responsible paper produced using Elemental chlorine Free (ECF) pulp sourced from Sustainable & Legally Harvested Farmed Trees, and manufactured under the strict ISO14001 Environmental Management System. The cover is printed on 400 gsm splendorgel.</p>

One day some historian will look back and say how remarkable it was that these strange folk who called themselves ‘Americans’ [read New Zealanders] ever governed themselves at all, given how they went about it. Inside the government were all these little boxes. The boxes had been created to address specific problems as they arose. ‘How to ensure our food is safe to eat,’ for instance, or ‘how to avoid a run on the banks,’ or ‘how to prevent another terrorist attack.’ Each box was given to people with knowledge and talent and expertise useful to its assigned problem and, over time, those people created a culture around the problem, distinct from the cultures in the other little boxes. Each box became its own small, frozen world, with little ability to adapt and little interest in whatever might be going on inside the other boxes. People who complained about ‘government waste’ usually fixated on the other ways taxpayer money got spent. But here was the real waste. One box might contain the solution to a problem in another box, or the person who might find that solution, and the second box would never know about it.

— Michael Lewis, *The Premonition* (2021) (pp. 78–79)

Not just an extraordinary adviser, but an extraordinary do-er. Endlessly intellectually curious. Always looking for the answer. Never stopping until he found the solution to the knottiest of problems. Whatever the issue was, Jeremy [Heywood] would sort it ... the greatest public servant of our time.

— Theresa May, cited in *What does Jeremy think?* (2021) (p. 521)

Cascading climate impacts can be expected to cause higher mortality rates, drive political instability and greater national insecurity, and fuel regional and international conflict. During an expert elicitation exercise conducted as part of the research for this paper, the cascading risks that participants identified greatest concern over were the interconnections between shifting weather patterns, resulting in changes to ecosystems and the rise of pests and diseases. Combined with heatwaves and drought, these impacts will likely drive unprecedented crop failure, food insecurity and migration. In turn, all will likely result in increased infectious diseases, and a negative feedback loop compounding each impact.’

— Dr Daniel Quiggin et al., Chatham House report:
Climate change risk assessment 2021 (2021) (p. 3)

One of the key findings of that 2013 [Good to Great] report was that the best performing agencies are clear about their role and purpose, enjoy strong internal leadership, and as a result can enlist the active support of all those outside the agency who are necessary to that agency, delivering the most it can for New Zealanders.

— Iain Rennie, State Services Commissioner, cited in *Getting to Great* (2014) (p. i)

Table of Contents

2021 GDS Index: By the numbers	8
Preface	9
Introduction	10
Question 1: What is strategy?	10
Question 2: What is the link between government priorities and strategy?	10
Question 3: How can we ensure inter-agency collaboration to solve complex issues?	11
Question 4: What is a GDS?	12
Question 5: What is the role of the public service in terms of designing, consulting and implementing strategy?	14
Question 6: Who should sign a GDS?	14
Question 7: What is the GDS Index?	14
Question 8: How was each GDS scored?	15
Question 9: What does the GDS number mean?	15
Question 10: What is the role of a strategy map?	15
Question 11: What happens when a GDS is no longer in operation?	15
Question 12: Why have we changed our terminology?	15
Question 13: What do we mean by GDS genealogy?	15
Question 14: What do we mean by GDS hierarchy?	15
Question 15: How do long-term insights briefings (LTIBs) fit with GDSs?	15
Question 16: Why a Handbook?	16
GDS supporting documents	18
GDS scoring	18
GDS Scorecard	19
GDS checklist	20
GDS glossary	21
GDS Index	22
1. Crown Law Office	23
2. Department of Conservation	24
3. Department of Corrections	40
4. Department of Internal Affairs	46
5. Department of the Prime Minister and Cabinet	56
6. Education Review Office	62
7. Government Communications Security Bureau	64
8. Inland Revenue Department	66
9. Land Information New Zealand	68
10. Ministry for Culture and Heritage	76
11. Ministry for Pacific Peoples	77
12. Ministry for Primary Industries	78

13. Ministry for the Environment	97
14. Ministry for Women	108
15. Ministry of Business, Innovation and Employment	109
16. Ministry of Defence	135
17. Ministry of Education	139
18. Ministry of Foreign Affairs and Trade	150
19. Ministry of Health	163
20. Ministry of Housing and Urban Development	212
21. Ministry of Justice	217
22. Ministry of Māori Development—Te Puni Kōkiri	219
23. Ministry of Social Development	224
24. Ministry of Transport	243
25. New Zealand Customs Service	254
26. New Zealand Security Intelligence Service	256
27. Oranga Tamariki—Ministry for Children	258
28. Public Service Commission	263
29. Serious Fraud Office	267
30. Statistics New Zealand	268
31. Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency	271
32. The Treasury	272
Lists of GDSs	276
A: GDSs by date published	277
B: GDSs by rank order	283
Abbreviations	291

List of Figures

Figure 1: The cone of plausibility	12
Figure 2: The link between purpose and strategy	13
Figure 3: The link between aspirational statements and operational statements	13
Figure 4: Four examples showing how a strategy fits with government priorities and other government strategies	16
Figure 5: GDSs in operation, ordered by number of ‘no mentions’ of climate change	17
Figure 6: Sample radar diagram	18

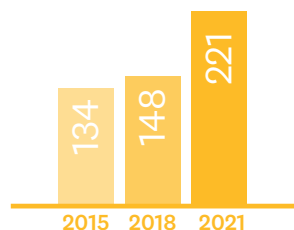
2021 GDS Index: By the numbers

· GDSs – government department strategies

· 548 – All GDSs published since July 1994

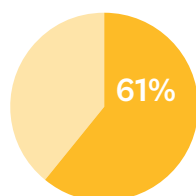
· 221 – GDSs on the 2021 GDS Index

DATA SET



221 GDSs were in operation as at 31 December 2021.

548 GDSs have been published since 1994.



61% of operational GDSs (135 out of 221) were published in the last four years.

2 GDSs were transferred to other departments since the 2018 GDS Index.

25% of operational GDSs (56 out of 221) replaced a previous GDS (previously 25% in the 2018 GDS Index).

77 GDSs have strategy maps. This means 144 GDSs do not have a strategy map.



22 years is the age of the oldest GDS, being MoH's *Reduced Waiting Times for Public Hospital Elective Services* (2000) (see List A).

CONTENT

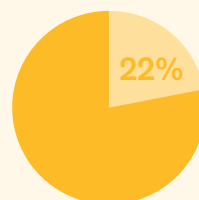


34 pages was the average length of a GDS

(previously 36 pages in the 2018 GDS Index).

1 page was the shortest.

193 pages was the longest, being MoH's *Influenza Pandemic Plan: A framework for action* (previously 298 in the 2018 GDS Index, being DOC's *Hector's and Maui's Dolphin Threat Management Plan*).



22% of operational GDSs (48 out of 221) were held by one department – MoH.

16 had the term 'Māori' in the title.

7 had the term 'Pacific' or 'Pasifika' in the title.

3 had the term 'COVID' in the title.

1 had the term 'climate' in the title.

CLIMATE CHANGE

33%

of operational GDSs (73 out of 221) explicitly or implicitly mentioned climate change

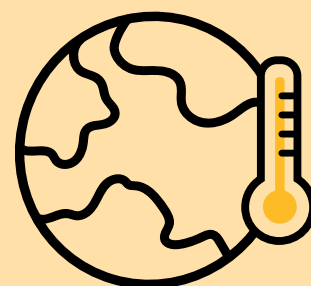
(previously 24% [36 out of 148] in the 2018 GDS Index).

19%

of operational GDSs (41 out of 221) explicitly mentioned climate change

(previously 14% [21 out of 148] in the 2018 GDS Index).

58% (15 out of 26) government departments did not explicitly mention climate change in any of their GDSs. See Figure 5.



ACCOUNTABILITY

9%

of operational GDSs are required in law to be published (19 out of 221), and 3 are voluntary (i.e. cited in legislation as 'may issue' or 'may allocate').

The best example of a strategy in legislation is DPMC's *Child and Youth Wellbeing Strategy 2019*.



33 GDSs are jointly held.

The departments that collaborated most were DOC, MBIE and MPI (collaborating on five GDSs each).

(Previously 11 out of 148 were jointly held in the 2018 GDS Index.)

6 departments did not hold any operational GDSs.

They are Crown Law Office, Ministry for Culture and Heritage, Ministry for Pacific Peoples, Ministry for Women, Serious Fraud Office and Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency.



44% of operational GDSs (98 out of 221) were signed by the Crown only (previously 41% in the 2018 GDS Index).

32% of operational GDSs (70 out of 221) were not signed at all (previously 30% [44 out of 148] in the 2018 GDS Index).

Preface

Government department strategies (GDSs) are documents prepared and published by government departments. They are designed to enable citizens to read, reflect, support, and ideally engage in public policy issues, ultimately to improve outcomes for society.

From the Institute's perspective, because GDSs are published with the wider public in mind, they are a type of external corporate document.

Government departments produce a range of external and internal strategy documents for staff or for specific external parties, such as ministers, MPs and other unique stakeholders. GDSs are therefore only one of a number of different types of strategy documents prepared by departments, but they are the only strategy document that is designed to be public facing. See the definition of GDS in the glossary on page 21.

There are a total of 221 operational GDSs listed in the 2021 *GDS Index*. The *Handbook's* purpose is twofold. First, it aims to encourage government departments to look beyond their borders, to guide them towards integration and connectedness, and ultimately to increase the usability and transparency of GDS documents. Second, it is intended to make government's intentions and strategy more accessible, inviting citizens to work with government to design better strategies and enabling citizens to evaluate and learn lessons once GDSs are implemented. Many of the topics deal with the same challenging issues (e.g. reducing poverty), which remain largely unresolved. We need to create a learning and innovative culture — what worked, what did not, and how can we make the next strategy more effective?

Four major recommendations

1. The House of Representatives should consider how to better identify and communicate government priorities to both the public service and the wider public.

The House should establish a consistent place where citizens can find a list of government priorities. Although this is often mentioned in the Budget speech, the narrative is often unclear (see our research in Figure 40 in *Working Paper 2022/04 – Analysis of Government Department Strategies Between 1 July 1994 and 31 December 2021*).

We believe the House should require a clear set of government priorities to be tabled in the House at the start of every year (even if they do not change from one year to the next), signed by the political parties that have signed a coalition agreement. This way there would be a clear set of government priorities that help officials design GDSs that align with the intent

of the Government. This would also help citizens to understand the strategic direction of the Government, build trust and, if required, hold Government accountable for not meeting their priorities — in other words, 'open government'.

2. The Minister of Climate Change should require all 221 GDSs to be reassessed to take into account the impacts of climate change before 1 July 2023.

Given that 15 government departments have no GDSs that explicitly mention climate change, we suggest the Minister urgently require all 221 GDSs to be reassessed. This recommendation recognises the climate emergency, and aligns with the focus on government strategies discussed on page 38 of the *Draft national adaptation plan: Embed climate resilience across government strategies and policies* (2022).

3. Te Kawa Mataaho Public Service Commission (PSC) should maintain a central register of GDSs, along with a consultation timeline for members of the public and guidance on ways government departments can improve the content of GDSs.

As GDSs are designed to address significant issues of their day, we believe there is considerable historical value in learning lessons from past strategies. However, this information is often lost in the current system because non-operational GDSs are removed from websites and there is no central register. To help build coordination across the public service and learn lessons from past strategies, we would like to see the PSC establish a central register of all operational and archived GDSs. We also suggest that the PSC might like to create a guide for government departments on how to prepare, write and publish GDSs (including a detailed glossary). The PSC could also consider monitoring the effectiveness of GDSs and recommend areas of integration as part of their wider monitoring of system and agency performance.

4. Government departments should align GDSs with government priorities and ensure the content is of a high standard; they should identify GDSs in operation in their statement of intent and annual report.

See a checklist for those preparing GDSs on page 20.

Thank you

Thank you to government department officials for their assistance, patience, and interest in our work. We hope that we have honoured your hard work and that this *Handbook* helps to continue the conversation around GDSs and their capacity to drive change.



Wendy McGuinness
Chief Executive

Welcome to the Government Department Strategies Handbook – He Puna Rautaki

Government department strategies (GDSs) help ensure there is a longer view taken on systemic and intergenerational issues that face the nation, and that sustained effort is applied to complex problems. This is an important counterbalance to short-termism. Therefore, the success of GDSs will be of paramount concern to those interested in public policy and public management, the effectiveness of taxpayer funds and ultimately in durable outcomes for the nation.

Better visibility and stewardship of the GDSs would not only deliver an integrated and aligned approach to government activity, but would also reduce the risk of strategies working against each other. Further, it is all too easy to initiate a strategy and then quietly let it be replaced or lost into history without lessons being learned. Hence, it is critically important to monitor GDSs to the end of their useful life.

GDSs provide citizens with a window into the workings of government and act as critical instruments for policymakers in bringing about change. Together GDSs help build trust in government activities through transparency, accountability and public engagement.

The preparation of GDSs is a significant public investment. While a great deal of thought and effort goes into the creation of GDSs, they are often difficult to find within the machinery of government.

The *Handbook* aims to change this through providing clear lines of stewardship. Its purpose is to enable:

- Ministers and Associate Ministers to review GDSs under their control with a view to improving outcomes;
- Members of Parliament to learn more about the work currently undertaken by departments with a view to improving discussions on public policy in the House;
- chief executives to use GDSs to drive their work programmes and those of other departments, with a view to improving alignment and collaboration; and
- other stakeholders (such as public servants and other public service leaders, businesses, NGOs and the general public) to learn more about what is driving the work and thinking of departments, with a view to understanding trade-offs, improving feedback from consultation processes and gathering wider public support for specific strategies.

What follows is our answers to 16 questions:

1. What is strategy?

Strategy concerns choice. What we choose to focus on as individuals, communities and a nation indicates the direction in which we are likely to travel. Depending on the intensity of our focus and the quality of our strategic thinking we might drift slowly on a fixed trajectory, only changing direction in response to a disruptive event, or we may move rapidly and responsively, working to be proactive, agile and open to emerging opportunities and challenges.

Developing an effective strategy requires a deep understanding of where we have been (hindsight), where we are now (insight) and where we want to go (foresight). The cone of plausibility (see Figure 1 on p. 12) illustrates the connection between hindsight, insight and foresight and distinguishes between possible, probable and preferred futures.

A strategy is often sought and developed at a time when an issue is considered to be of sufficient importance to require deep consideration and detailed planning. To be effective, strategies generally need to be communicated clearly and concisely. Strategy maps are often used to illustrate the key concepts (see question 10).

2. What is the link between government priorities and strategy?

Governments should work hard to specify their intentions so that officials can implement them. If the link between government priorities and strategy is strong, democracy is secure; if it is not, durable and stable government is less likely. It is therefore in everyone's best interest if the link is strong.

Currently, a general discussion on government priorities can be found in one of three places: the Speech from the Throne (every three years), the *Budget Policy Statement* (usually published in November or December) and the Budget Speech (usually in May or June). Of these, the *Budget Policy Statement* is the least well known and most obscure.

Speech from the Throne

The Speech from the Throne is given by the Governor-General but written by the party/parties that are able to form government. The speech is given every three years at the start of Parliament, setting out the Government's policy and legislative proposals for the next three years. However, the speech tends to loosely discuss priorities, goals or targets but provides no clear list of Government priorities for departments' chief executives to work towards or the public to consider and reflect upon (see for example the 2008–20 speeches).

The Budget

The Budget is delivered annually by the Minister of Finance and tends to focus on fiscal priorities. Although there are a few exceptions (such as the 2015 Budget speech), most recent Budget speeches offer no definitive list of the Government's priorities. In addition, the *Budget Policy Statement* establishes the high-level Budget priorities and tends to discuss the fiscal direction in terms of goals. For example, the 2022 *Budget Policy Statement* notes that the Government 'will continue to make progress towards the goals the Government set at the start of the current Parliamentary term'.

Interestingly, neither the Speech from the Throne nor the Budget speech have recently signalled a major change in policy direction (exceptions are the Government's response to one-off events such as the Christchurch earthquakes and the pandemic). *Working Paper 2021/13 – Analysis of Priorities mentioned in Minister of Finance Budget speeches since 2006* found that very similar priorities have existed since 2006, even when there is a change in government. The terms may change, but the topics are the same. This is arguably a good thing given it delivers stable and durable public policy. Naturally how those government priorities are to be achieved is where political parties tend to differ.

3. How can we ensure inter-agency collaboration to solve complex issues?

The current settings deliver silo thinking, what Michael Lewis suggests in his quote at the front of the *Handbook*:

Each box became its own small, frozen world, with little ability to adapt and little interest in whatever might be going on inside the other boxes.

If officials provide a clear list of government priorities and departments are resourced and directed to develop and implement GDSs, the next challenge is to answer the what, who and how questions — what strategies, who pays (what does it cost) and who needs to come together to design, sign off and/or implement the strategy (e.g. what level of collaboration is necessary).

In practice, departments find it very difficult to collaborate. There are no doubt many reasons for this, including the way departments are organised by topic. Although for many years government has been working to improve integration and innovation, it has been difficult.

In the 2021 *GDS Index* 15% of GDSs (33 out of 221) are jointly held (if a GDS is held by three departments it is

included three times). In the 2018 *GDS Index* 7% were jointly held (11 out of 148). Although this shows an increase in collaboration, the question is whether we could do more.

To facilitate collaboration, the Government has tried many different mechanisms over the years. In the last two years alone, the Government has established the Government Implementation Unit within the Department of the Prime Minister and Cabinet; combined two sectors of government departments; and trialled the 'cluster of agencies' (the latter two are discussed in the 2022 Budget).

The 2022 Budget combined the Environment Sector and Primary Sector (which we think is a mistake, given they have very different high-level goals that conflict).

In regard to the trialling of two 'clusters of agencies', the Minister of Finance notes:

The Government is also piloting the establishment of two clusters of agencies in the Justice and Natural Resources sectors. This will support inter-agency collaboration, help Ministers to collectively direct spending and make trade-offs across related areas, support medium-term planning, and put a greater focus on value for money.

The pilots may improve collaboration, efficiency and policy innovation, but the reality is the system remains hard-wired for silo thinking and implementation. For example, the Natural Resources Cluster proposed eight priorities, as follows:

1. Improving biodiversity and biosecurity
2. Improving marine system resilience
3. Implementing natural resource system reform
4. Building a more inclusive and sustainable economy
5. Enabling climate resilience
6. System stewardship responsibilities
7. Iwi and Māori partnerships
8. Science and evidence (*Budget 2022*, p. 27).

In our view the eight priorities do not provide anything new to imply how these agencies might collaborate. In practice they are a mix of principles (i.e. 4, 7, 8), goals (1, 2, 5) and tactics (3, 6). Further, given we have a climate emergency, you would expect a far more specific response than 'enabling climate resilience'. Lastly, they are simply too broad and too many (ideally there would be only three or four). The purpose should be clear and linked to a set of strategic goals that are measurable. There should also be a requirement to report back on the strategic options available to achieve each goal and the costs, benefits and risks of each goal.

Although we would all like to see more collaboration, creativity and integration, the question remains: how could we optimise this across government? The public service is much more than a corner dairy; it is a complex ecosystem where knowledge, talent and expertise, when energised and nurtured, should be able to drive change.

We owe it to all New Zealanders, especially our disadvantaged communities, to try and deliver more durable and cost-effective public policy – and that means more effective leadership, both by Government and by the chief executives of each government department. Government priorities should drive the direction of public policy. Instead of using the Budget to create ‘clusters of agencies’, the public service could put more effort into being good stewards of the existing strategy documents (the GDSs), and helping ensure new GDSs have discipline. Even simple things like inconsistent use of titles and lack of publication date illustrate how the existing framework could benefit from more discipline at the top. (See GDS Checklist on p. 20).

What we are proposing is that the PSC establish a central register of all operational and archived GDS, including publishing existing and upcoming consultation processes. This would cost in the vicinity of \$500,000 p.a., and would significantly improve the strategy ecosystem by enabling government and the public to observe and seek out a more coherent, creative and cost-effective approach to strategy design and implementation. We believe such a register will shape, integrate and drive effective public policy.

4. What is a GDS?

GDSs come in many shapes and sizes, but they are always published by a government department, which is why the dataset is defined by whether it is held or jointly held by a government department.

The McGuinness Institute defines a GDS according to seven criteria.

Criteria

A GDS must:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out the means (the strategy) 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,
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department’s thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

GDSs are often replaced before they expire, although there is currently a trend for GDSs with an expiration date to continue in operation (a number of GDSs are well past their expiry date, but departments advise that they are still active). The oldest strategy in operation in the 2021 *GDS Index* is 22 years old; it is the Ministry of Health’s (MoH’s) *Reduced Waiting Times for Public Hospital Elective Services* (2000).

This means that, in any one year, the GDSs may range in age from newly approved with implementation just beginning, to almost complete and either ready to be archived or awaiting the finalisation of a new GDS prior to being archived.

Of note, a few MoH GDSs have finish dates in their title that imply they have already expired. However, we have been advised by MoH that is not the case. See for example *Suicide Prevention Strategy 2006–2016* and *Cancer Plan 2015–2018*.

Figure 1: The cone of plausibility

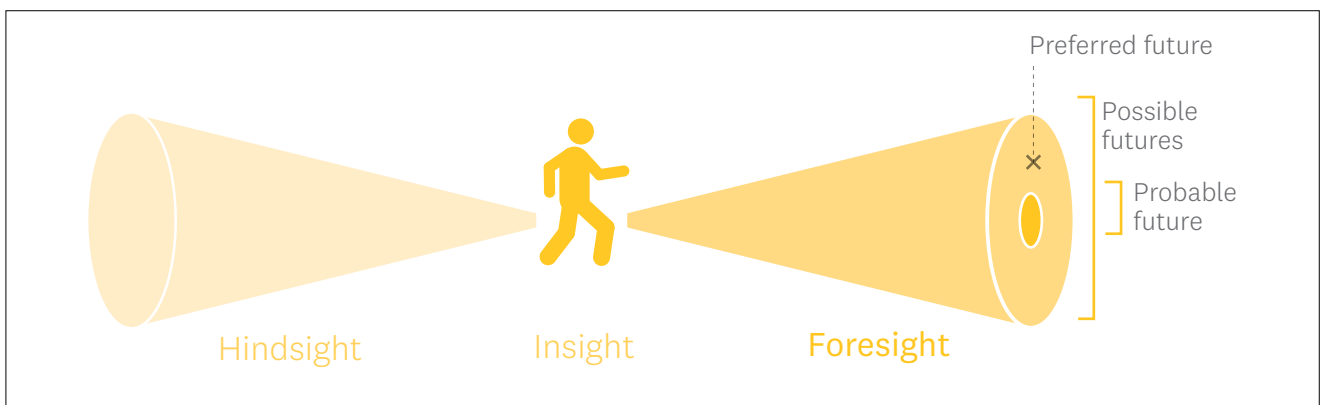


Figure 2: The link between purpose and strategy

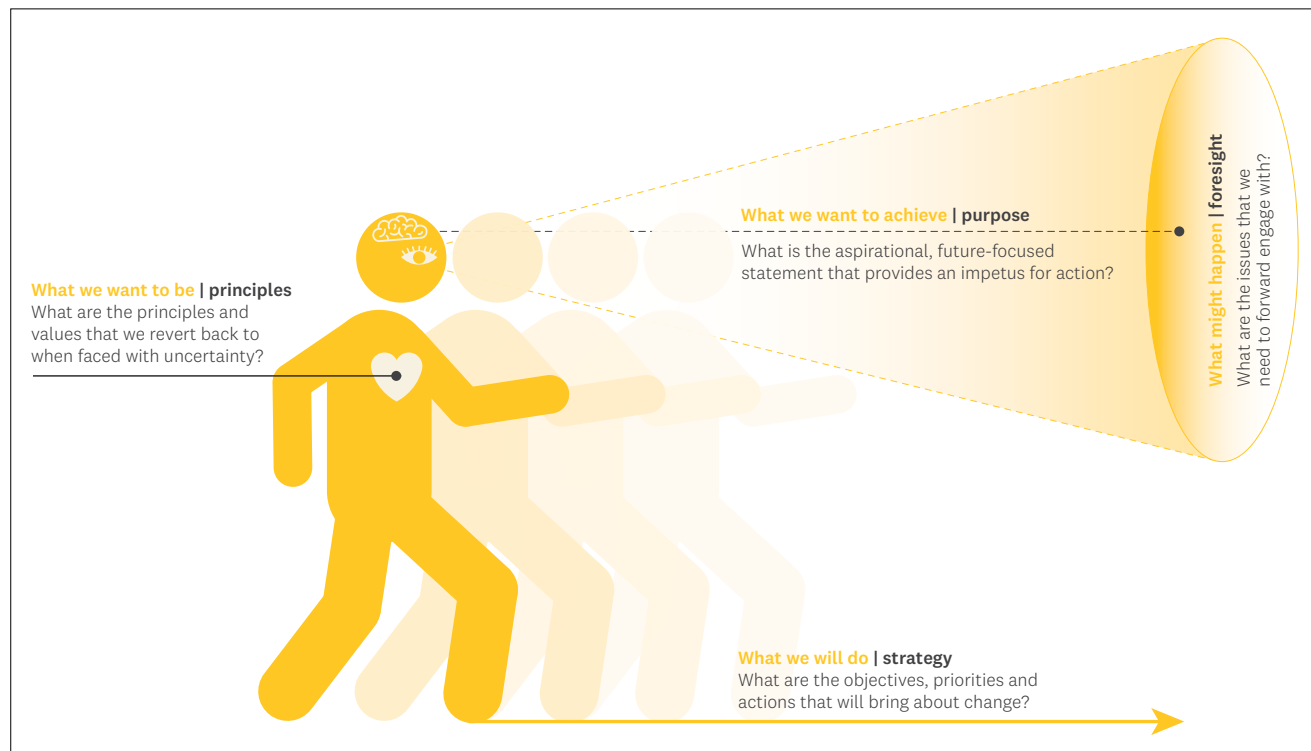
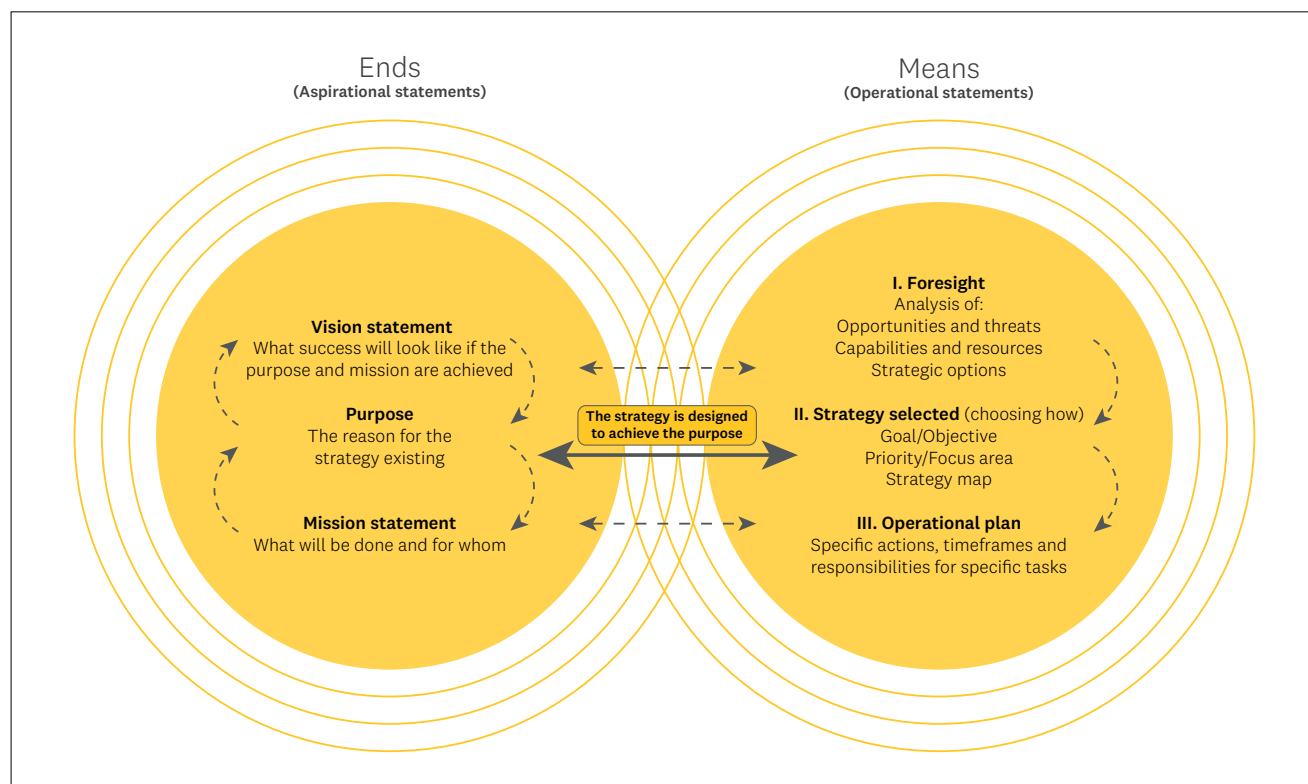


Figure 3: The link between aspirational statements and operational statements



5. What is the role of the public service in terms of designing, consulting and implementing strategy?

GDSs assist government departments in carrying out their constitutional roles by providing continuity through ministerial and governmental change. Effective strategy helps governments solve challenging problems, which is why GDSs are important instruments in managing the long-term interests of New Zealanders.

Purpose is defined in s 11 of the Public Service Act 2020 as:

The public service supports constitutional and democratic government, enables both the current Government and successive governments to develop and implement their policies, **delivers high-quality and efficient public services, supports the Government to pursue the long-term public interest, facilitates active citizenship**, and acts in accordance with the law. [bold added]

Public service principles are defined in s 12:

- (1) In order to achieve the purpose in section 11, the public service principles are:

Politically neutral

- (a) to act in a politically neutral manner; and

Free and frank advice

- (b) when giving advice to Ministers, to do so in a free and frank manner; and

Merit-based appointments

- (c) to make merit-based appointments (unless an exception applies under this Act); and

Open government

- (d) **to foster a culture of open government**; and

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.**

[bold added]

We believe the public service is failing to deliver high-quality and efficient strategy documents, failing to actively focus on the long term and failing to facilitate active citizenship to solve the strategic problems we face.

We further consider that the public service is failing to be a good steward, with particular regard to maintaining a register of strategic knowledge and the systems and processes necessary to optimise strategy design and implementation. We strongly favour the creation of a central register of GDSs as well as a consultation timeline.

6. Who should sign a GDS?

It is currently unclear who is responsible for the implementation and monitoring of GDSs – is it Ministers, chief executives or other officials? Currently 99 out of 221 GDSs (45%) were signed by a minister of the Crown but 70 were not signed at all (32%).

In the Institute's view, Ministers should not sign a GDS. The Institute believes that the chief executive (CE) of a department (or departments if jointly held) is responsible for creating, monitoring, reviewing, updating and/or archiving strategies, and is therefore both accountable and responsible for its cost-effective implementation. This is even the case when a strategy is required by legislation or when it is required or approved by the Crown (via Cabinet minutes); in other words a department strategy is owned by the department or departments that sign it off. If a lead department is responsible, that should also be acknowledged in the order of signatories (e.g. whether a lead department exists).

For seamless government there is value in not making GDSs political. As noted in the legislation, the chief executive (CE) of a department 'should support the Government to pursue the long-term public interest'. We consider that there has been a tendency for political parties to see GDSs as political documents, rather than durable public policy instruments to progress the country. One way we can make that distinction clear is for department heads, not the Crown, to sign off a department's strategy document.

GDSs should be part of the regular conversation between Ministers and officials, and should be a matter of public record in the department's annual report and statement of intent and the briefing to the incoming Minister.

7. What is the GDS Index?

The *GDS Index* ranks each of the GDSs in operation by the essential information it contains. The *GDS Index* does not rate the strategy; it rates the extent to which essential information is provided in the strategy document so readers can go on and assess the quality of the strategic approach for themselves. *GDS Index* information can be found in this *Handbook* by date published and by rank (pages 276–290). PDFs of each GDS are available from the Institute's website, under *Strategy*.

8. How was each GDS scored?

In 2014, the Institute created a Scorecard to score each GDS. Page 18 briefly explains the scoring process, page 19 contains the Scorecard and page 20 sets out a guidance checklist for those about to publish a GDS.

The Scorecard was developed in collaboration with strategy experts. We would like to thank the following people for their advice and feedback: Professor Stephen Cummings, Professor of Strategy and Innovation, Director of Entrepreneurship Programmes, and Co-Director of the Victoria University's innovation space 'The Atom' (Te Kahu o Te Ao); Patrick Nolan, Manager, Analytics & Insights at the New Zealand Treasury; James Palmer, Chief Executive, Hawke's Bay Regional Council; Rodney Scott, Chief Policy Advisor, Te Kawa Mataaho Public Service Commission and Simon Wakeman, Principal Advisor - Innovation Policy at Ministry of Business, Innovation and Employment.

9. What does the GDS number mean?

Each GDS is given a unique number: (i.e. GDSxx-xx means GDS, then department number, then oldest to newest GDS).

Each department is numbered alphabetically by the name used in Schedule 2: Public service agencies of the Public Service Act 2020. Within each department, GDSs are listed by the year (and month) published. Where a publication date was not found, the Institute requested the publication date from the department under the Official Information Act (OIA). Unfortunately, a number of GDSs do not include a publication date.

10. What is the role of a strategy map?

According to strategy experts Robert S. Kaplan and David P. Norton, strategy maps are a 'visual representation' of a strategy. Strategy maps enable GDS readers to quickly understand the direction of policy (the means) and what success might look like (the end). See *Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps found in Government Department Strategies in Operation as at 31 December 2021*.

11. What happens when a GDS is no longer in operation?

The Institute believes GDSs should be assessed before being archived. This will help ensure lessons are learned. Once archived, they should still be publicly accessible, for example on the government department's website, and clearly labelled as archived.

Each GDS should be accompanied by a brief explanation of when and why it was archived, with an assessment of the strategy and lessons learned. Reasons for archiving strategies may include (but are not limited to) being replaced by an updated strategy,

a change in government policy, or the strategy being replaced by legislation.

12. Why have we changed our terminology?

While completing the latest *Index*, it became apparent that GDS documents were becoming less clear. Some of the early GDSs were very clear about the problem the department was trying to solve and how they planned to solve them.

This time around the reviewers found it very hard to find a vision statement and an approach statement. For this reason, we have changed the terms to make them more specific: purpose (the end outcome) and the strategy (the means to achieve the outcome).

We hope that this makes the text in the 2021 *Handbook* clearer. We have quoted what we could find to illustrate what the strategy document hopes to achieve, and followed this with, in our own words, how the strategy aims to achieve the purpose. We hope this illustrates the challenge and the opportunity to those writing future GDSs – a clear purpose statement and a strategy statement are critical. The meaning of these terms is illustrated in Figure 2, and the relationship between aspirational statements and operational statements is illustrated in Figure 3 (see p. 13).

13. What do we mean by GDS genealogy?

The history of the GDS and how it came into being (colloquially its birth) sets an important context for the reader. Many GDSs fail to include this critical information. Where possible we have included this information in the key data as 'this GDS replaces', but please be aware it may not be complete. External readers of GDSs want to know if the lessons learned from previous strategies have been successful and if so why (or why not), or was this strategy generated by the CEO, or was it a legal requirement (i.e. required in law)?

14. What do we mean by GDS hierarchy?

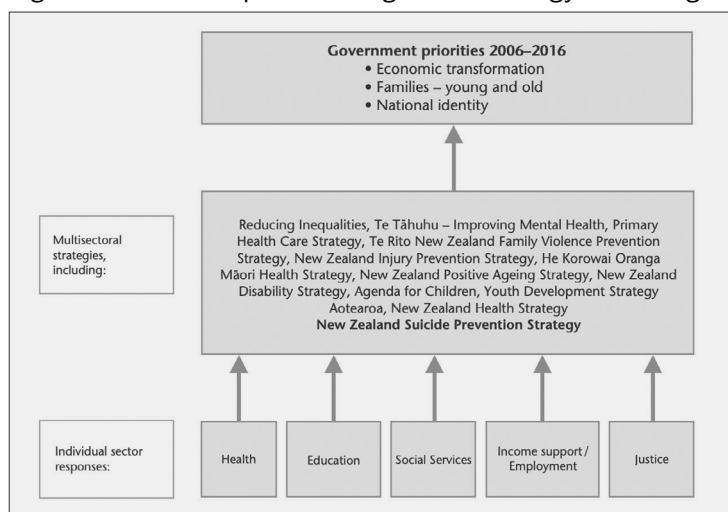
Many of the older GDSs illustrate how a GDS links with government priorities and other government strategies. See examples in Figure 4.

15. How do long-term insights briefings fit with GDSs?

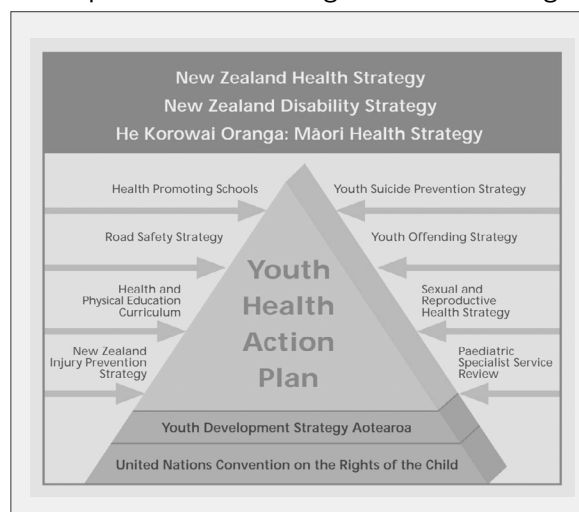
The Public Service Act 2020 (Schedule 6, clauses 8 and 9) requires the chief executive of each department to publish a long-term insights briefing (LTIB) at least once every three years. The intention is to make available into the public domain:

- information about medium and long-term trends, risks and opportunities that affect or may affect New Zealand and New Zealand society, and
- information and impartial analysis, including policy options for responding to these matters.

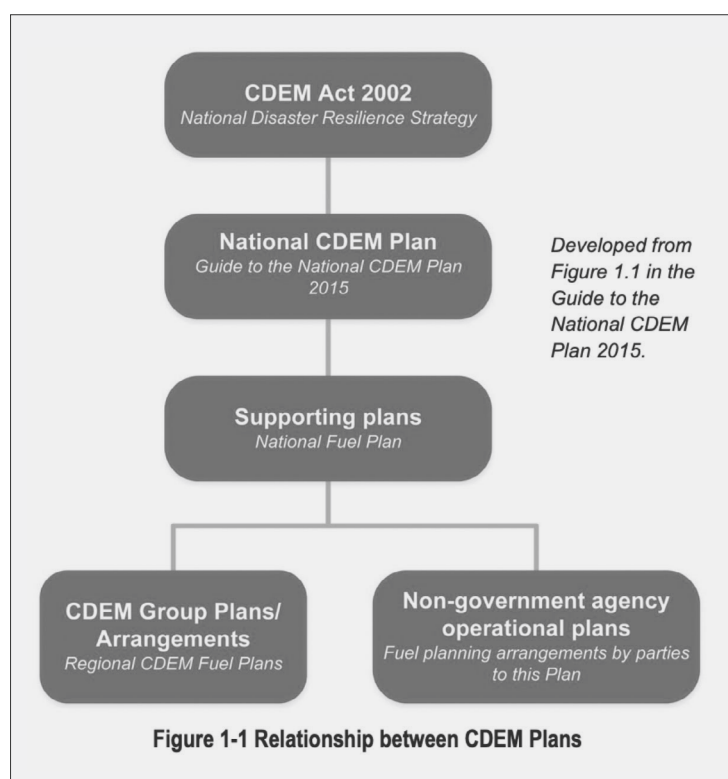
Figure 4: Four examples showing how a strategy fits with government priorities and other government strategies



Source: MoH's GDS19-08: Suicide Prevention Strategy 2006-2016 (2006), p. 12.



Source: MoH's GDS20-06: Youth Health: A Guide to Action (2002), p. 22.



Source: DPMC's and MBIE's GDS05-05 and GDS15-20: National Fuel Plan (2020), p. 5.



Source: MoH's GDS19-23: Health Strategy 2016 (2016), p. 7.

The LTIBs are new instruments that may lead to new GDSs being published or review of old GDSs. The LTIBs should form additional information on the basis of which GDSs can be reviewed, assessed, and sometimes replaced.

16. Why a Handbook?

The *Handbook* aims to contribute to a discussion on whether we have too many (or too few) GDSs, whether more guidance (or less) is needed, whether a hierarchy of strategy documents would be useful and whether we need more clarity over who is accountable for the quality, quantity and durability of GDSs.

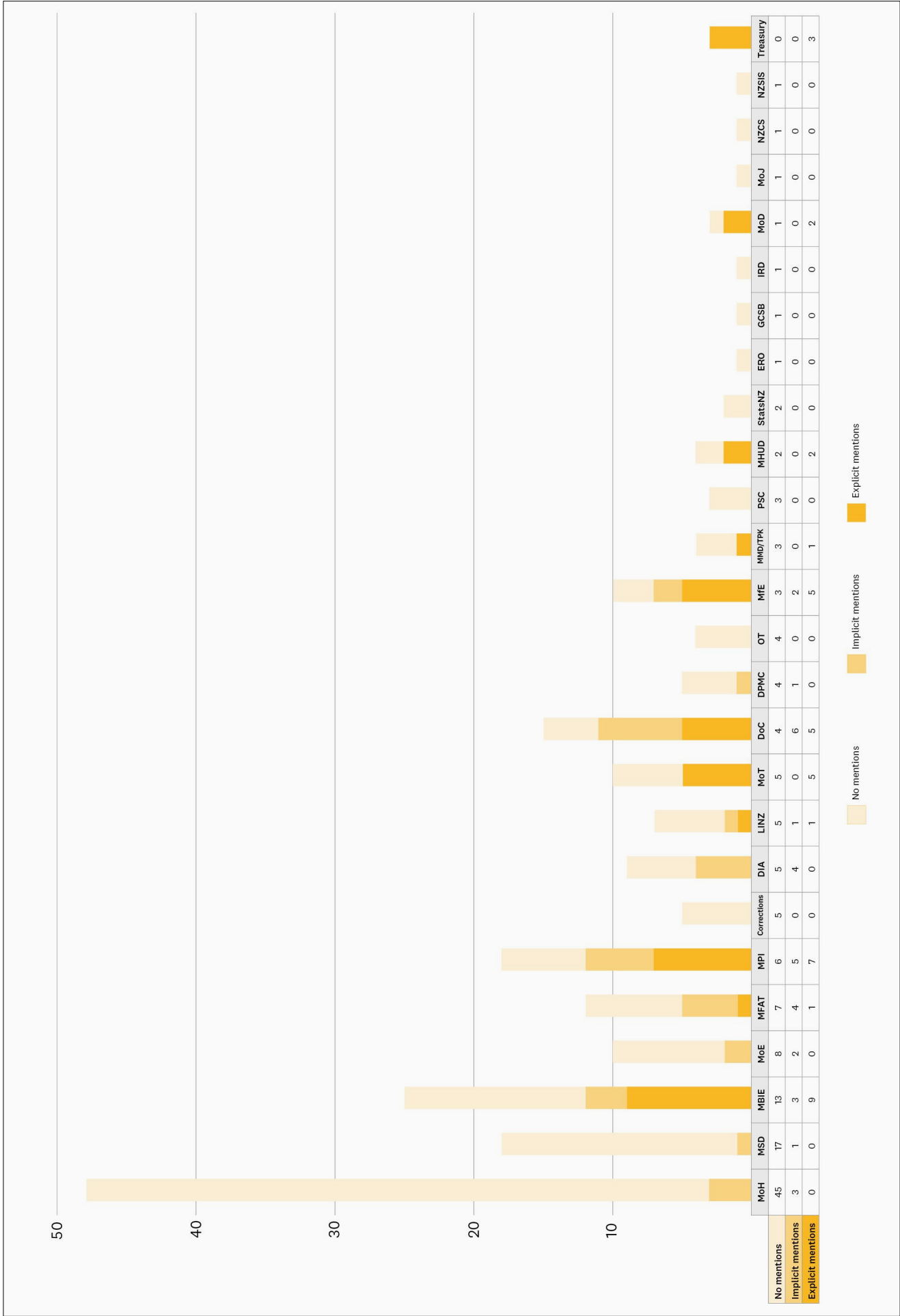
One of the findings of the 2014 *GDS Index* and 2015 *GDS Index* was the uneven content of GDSs and the inability to find and access GDS documents on

government websites. The *Handbook* is the Institute's response to these challenges. We welcome feedback, particularly on how the *GDS Index* methodology and *Handbook* could be made more useful.

Developing durable strategies in times of uncertainty and complexity will not be easy. It is important not to become too attached to solutions, and instead be open to ideas and experiment more. This might mean more pilot strategies – learning through doing, observing results, failing fast and sharing thoughts.

One of the things that really interests the Institute is being able to understand the machinery and intent of government through the strategies that are in operation. For example, Figure 5 illustrates how GDSs might be assessed by topic, in this case climate change mentions.

Figure 5: GDSs in operation, ordered by number of ‘no mentions’ of climate change
 Source: Working Paper 2022/04 – Analysis of GDSs Between 1 July 1994 and 31 December 2021



GDS scoring

However, it could just as easily be mentions of poverty, dairy or dolphins. A collection of strategy documents is much more informative than the sum of its parts. Much like a collection of books, there are so many different ways the strategies can be analysed and assessed. For example, the country is facing a climate emergency, but it is clear from Figure 5 that while Treasury is taking climate change into consideration in its GDSs, MoH and the Ministry of Social Development (MSD) are yet to do so. However, the impacts of climate change will be felt by those that are challenged with health issues or financial constraints (e.g. little or no ability to relocate or inability to purchase an electric car).

GDSs could waste resources and limit creativity, or they could be the perfect policy solution in times of complexity and uncertainty. The challenge is for New Zealand to revisit the role and purpose of GDSs and ensure these policy instruments and the wider ecosystem in which they operate deliver durable outcomes for all New Zealanders.

GDS supporting documents

The *GDS Index* is complex and requires an understanding of the method and the assumptions that shape the outcomes. Below is a list of supporting documents that may be of interest.

- *Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index*
- *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021* (for those wishing to find older GDSs)
- *Working Paper 2022/03 – Scoring Tables: Collating and Ranking Government Department Strategies in Operation as at 31 December 2021*
- *Working Paper 2022/04 – Analysis of Government Department Strategies Between 1 July 1994 and 31 December 2021*
- *Working Paper 2022/05 – Best Practice: Guidance for Policy Analysts Preparing Government Department Strategy Documents*
- *Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps found in Government Department Strategies in Operation as at 31 December 2021*
- *Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021*
- *Working Paper 2022/08 – Analysis of Poverty in Government Department Strategies as at 31 December 2021*

The *GDS Index* scoring was completed by two policy analysts, one intermediate and one junior, using the Scorecard opposite. One analyst had 20 minutes to complete the scoring for each GDS; the other had as long as they needed. The final score for each GDS is the average of these two scores. If there was a material difference (a variation of two points or more for each sub-element), the difference was discussed between the scorers and the score adjusted accordingly.

GDSs that are jointly held by more than one department are listed separately in the *Index* under each of the departments. Each listing of a jointly held GDS may have a different final score, as they can be scored differently under element 6.

See *Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index* for a detailed explanation of the method, assumptions and limitations.

The example radar chart below illustrates the score of one GDS compared with the average score of all operational GDSs (see Figure 6). See the comprehensive tables in *Working Paper 2022/03 – Scoring Tables: Collating and Ranking Government Department Strategies in Operation as at 31 December 2021*.

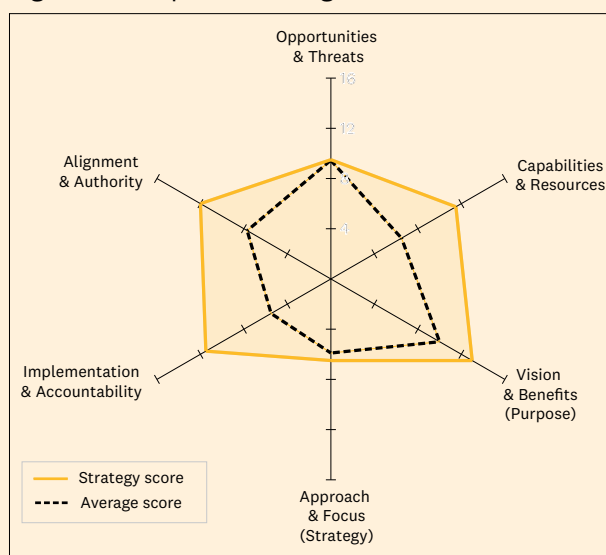
Strategy score

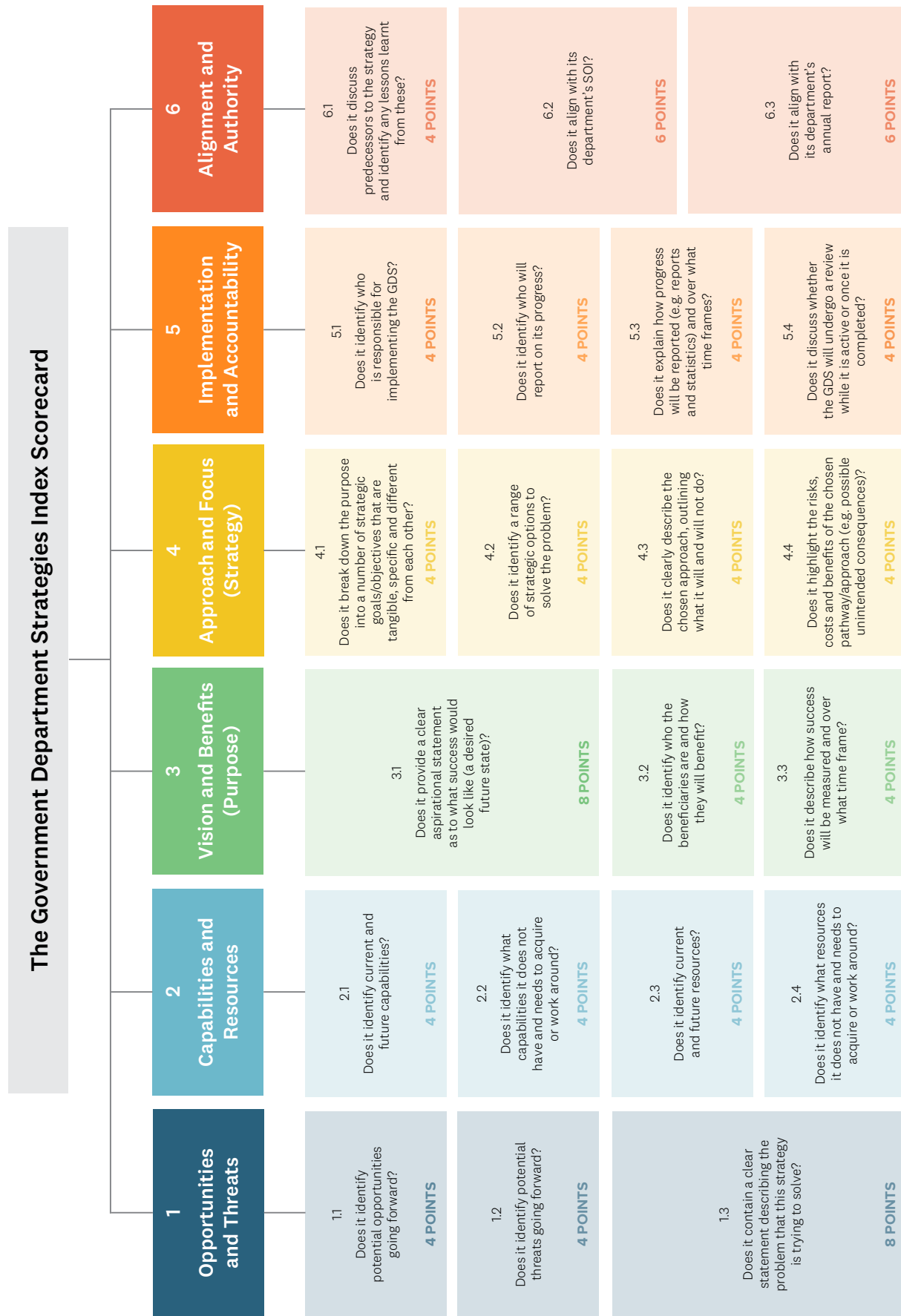
The score of the GDS against each of the six elements is represented by a yellow line.

Average score

The average score of all operational GDSs is represented by a dotted black line.

Figure 6: Sample radar diagram





GDS checklist

In addition to the Scorecard (which outlines the information readers need to know to assess the quality of a GDS), we have created the following guidance checklist for those preparing GDSs.

The publication identity

On the front few pages:

1. The GDS's official title, in English and te reo Māori (and ensure that the title is sufficient to portray the purpose of the strategy and is consistently referred to throughout the GDS),
2. The original date of publication (and the date of release to the public, if different from the publication date),
3. The name of the author/s (if more than one department jointly signed the strategy),
4. The identification of the lead department (if one has an higher obligation to implement/lead than other departments listed),
5. The ISBN number, permalink and how the GDS is to be cited,
6. The GDS's genealogy:
 - If the strategy is republished with an addendum or update, this history should be acknowledged, using the original publication name and date as a starting point,
 - If the strategy replaces a previous strategy, the older strategy name and publication date should be stated,
 - If the strategy is 'required by law' or is optional (i.e. 'may issue'), the section and name of the legislation should be stated,
7. The GDS's place in the strategy hierarchy (what other strategies lie above and below the GDS and its connection to other GDSs inside and outside the department),
8. The names of any other organisations that are partners in the strategy, and
9. The signature of the responsible department(s)' chief executive(s). As noted earlier, the Institute does not believe it is appropriate for a Minister(s) to sign a GDS.

The core content: the purpose and strategy

10. A purpose statement the GDS aims to achieve (or solve),
11. A strategy statement that summarises how the department will achieve the purpose,
12. A one-page strategy map,
13. The benefits: a target audience statement on who will benefit (and how),
14. The costs and risks: an estimate of the cost over time against a projected time horizon and what possible obstacles and limitations might impact the strategy over that period,
15. Clarify whether the strategy is internally focused (e.g. designed to improve the inner workings of the department), or externally focused (e.g. designed to bring about change in the wider environment),
16. Review the Scorecard to see what other information could be included, and
17. A date by which the GDS will be reviewed and/or a list of factors that would lead to a review.

Accessibility and accountability

18. Describe the consultation process: who was involved and when,
19. List the government priority/ies that relate directly to the GDS (if appropriate), and
20. Ensure the PDF is easy to find and searchable:
 - A list of all GDSs in operation in the department's annual report, statements of intent and briefings to the incoming Minister (BIM),
 - A list of all GDSs that are achieved in the last financial year in the department's annual report,
 - A list of all GDSs in operation (and GDSs archived in the last ten years) on the department's website.

GDS Glossary

Aspirational statements

Statements that 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.

Capabilities

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

Element

An element is a characteristic that is considered of primary importance in the publication of a GDS. In the *GDS Index*, there are six high-level elements that make up the Scorecard. See the Scorecard on p. 19.

Explicit mention of a GDS

This is where the exact title of the strategy was found in either English and/or Māori. There are a few exceptions to this rule, e.g. where the full title is not given (e.g. it is missing the subtitle), but there is supporting information and context that makes it clear which GDS it is. The test is that there is no doubt what strategy document is being referred to (e.g. it could be requested in an OIA by name).

Good strategy

Determining what makes a good strategy is a matter of judgement. The aim of the *GDS Index* is to provide the reader with sufficient information to make their own assessment on the quality of the strategy.

Government department

The term 'government department' refers to the entities on the list of 'Departments of the State Service' in Schedule 2 of the Public Sector Act 2020. On 1 July 2022, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency is to be disestablished. The list in the Schedule reflects the *GDS Index*, in terms of the department's name and order.

Government department strategy

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
7. not be a statement of intent or annual report.

Implicit mention of a GDS

This is where the strategy is indirectly mentioned in the statement of intent or annual report, but its full title is not given in either English or te reo Māori. The test is that there is some doubt what strategy document is being referred to (e.g. it could not be requested by name under an OIA).

Operational statements

Statements that 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.

Points

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

Purpose statement (the end)

An aspirational future-focused statement that explains in a concise, unique, coherent and specific manner what the strategy aims to achieve and provides an impetus for action.

Resources

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

Rank

The rank indicates where a GDS, department or sector is located in relation to its peers. In the *GDS Index* the rank depicts where the specific GDS, department or sector sits when its Scorecard totals are compared to the scores of all other GDSs (i.e. the average score), departments or sectors.

Reviewer

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

Score

The number of points a GDS has accumulated as a result of the scoring process.

Scorecard

The Scorecard is the lens through which each GDS has been assessed. The Scorecard is made up of six elements and 21 sub-elements. See the Scorecard on p. 19.

Sector

The term 'sector' refers to the groupings of departments based on the summary tables of the Estimates of Appropriations in the Treasury's Budget (in the 2021 *GDS Index*, it is the 2021 Budget). The 2022 Budget sector groupings are now: Economic Development and Infrastructure Sector, Education and Workforce Sector, External Sector, Finance and Government Administration Sector, Health Sector, Justice Sector, Māori Affairs Sector, Natural Resources Sector, and Social Services and Community Sector.

Strategic options

The term 'strategic options' refers to 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 statement (the means)

The 'means' to an end. The approach is unique to a department as it indicates the approach the department has chosen to adopt to bring about change. It describes the choices made.

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).

Sub-element

In the *GDS Index* there are 21 sub-elements shared across six elements. See the Scorecard on p. 19.

GDS Index

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the main title.

01

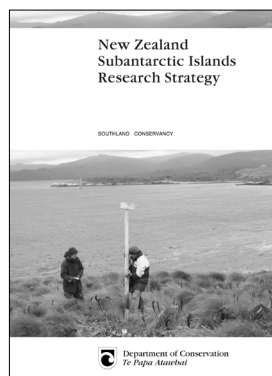
Crown Law Office— Te Tari Ture o te Karauna

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number '02'.

02

Department of
Conservation—
Te Papa Atawhai

Subantarctic Islands Research Strategy



Purpose

'[M]aintaining or improving the condition of these islands by continuing with the programme of eradication of all introduced mammal species.' (p. 5)

Strategy (to achieve the purpose):

The approach is to set guidelines for researchers desiring access to Southland Conservancy and to provide a tool for managers to decide on the appropriate research needed for each of the four research themes: natural ecosystems; effects of introduced biota; human impacts and social interaction; and abiotic sciences (sciences such as geology which study non-living systems). (pp. 18–27)

Key data

Publication date:	May 2005
Duration:	2005–NK
Number of pages:	39
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

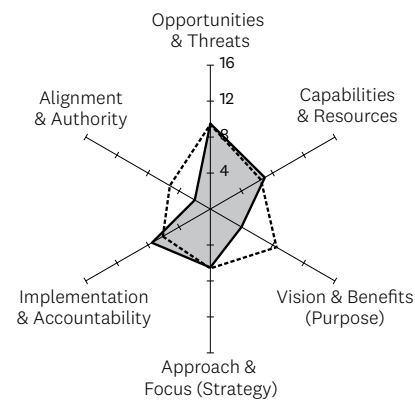
2021 Scoring

Rank:

150= out of 221 GDSs

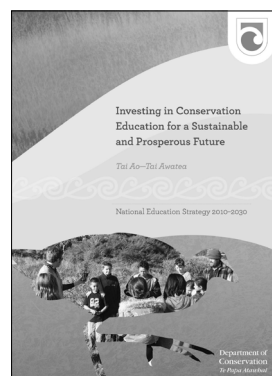
12 out of the 15 GDSs in the Department of Conservation

20 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36.5	96

National Education Strategy 2010–2030



Purpose

‘Young people connect with nature and restore New Zealand’s natural and historic heritage. They understand and value its contribution to their quality of life.’ (p. 4)

Strategy (to achieve the purpose):

The approach is to target students under 20 years of age to improve their knowledge of conservation by 2030, so they can practise sustainability in the future. (p. 4)

Key data

Publication date:	March 2011
Duration:	2010–2030
Number of pages:	8
Signed by:	Chief Executive only
This GDS replaces:	<i>National Education Strategy (2010)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 2, 4
Legislation:	Not applicable

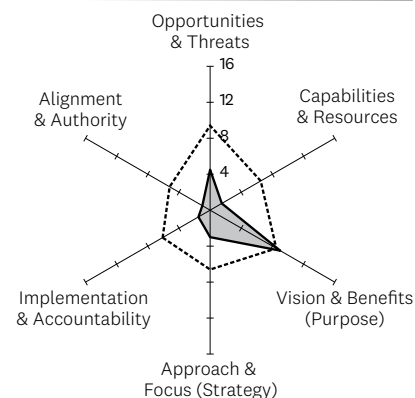
2021 Scoring

Rank:

212 out of 221 GDSs

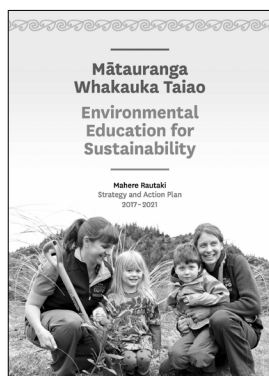
15 out of the 15 GDSs in the Department of Conservation

24 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	1.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department’s SOI?	0	6
6.3	Does it align with its department’s annual report?	0	6
Total		20.5	96

Mātauranga Whakauka Taiao – Environmental Education for Sustainability



Purpose:

'All New Zealanders value a connection to our environment by actively working together for a sustainable future.' (p. 7)

Strategy (to achieve the purpose):

The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand's environment remains healthy and sustainable in the future. (p. 7)

Key data

Publication date:	July 2017
Duration:	2017–2021
Number of pages:	36
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MFE
Transferred from:	Not applicable
Strategy map:	Yes, p. 15
Legislation:	Not applicable

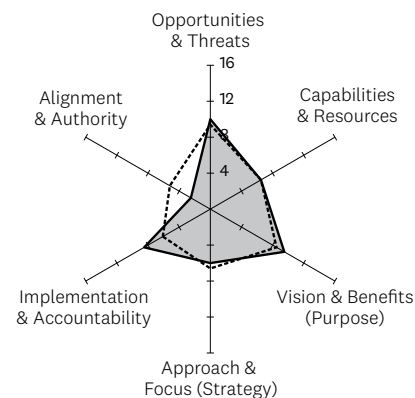
2021 Scoring

Rank:

115= out of 221 GDSs

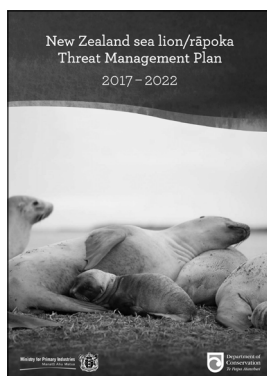
11 out of the 15 GDSs in the Department of Conservation

14= out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43	96

New Zealand sea lion/rāpoka Threat Management Plan 2017–2022



Purpose:

'[P]romote the recovery and ensure the long-term viability of New Zealand sea lions, with the ultimate goal of achieving "Not Threatened" status.' (p. 4)

Strategy (to achieve the purpose):

The approach is to focus on four work streams: engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC), direct mitigation, targeted research (such as research to better understand adult female nutritional stress and diet), and evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp. 15–16)

Key data

Publication date:	July 2017
Duration:	2017–2022
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Yes, pp. 13–14
Legislation:	Not applicable

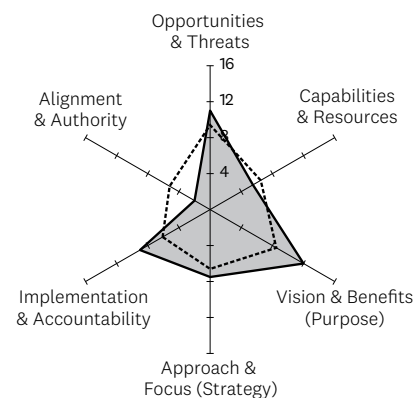
2021 Scoring

Rank:

85= out of 221 GDSs

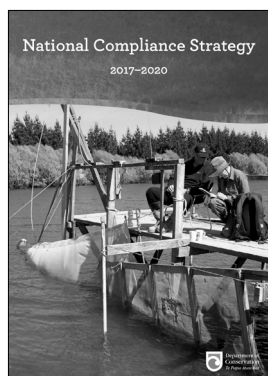
8 out of the 15 GDSs in the Department of Conservation

10 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		47	96

National Compliance Strategy 2017–2020



Purpose:

‘To effectively administer [existing] legislation ... This Strategy sets out DOC’s approach to its compliance and law enforcement function.’ (p. 4)

Strategy (to achieve the purpose):

The approach is to identify, deal with and prosecute non-compliance with a set of nine principles, such as transparency and consistency. (pp. 5–7)

Key data

Publication date:	August 2017
Duration:	2017–2020
Number of pages:	13
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

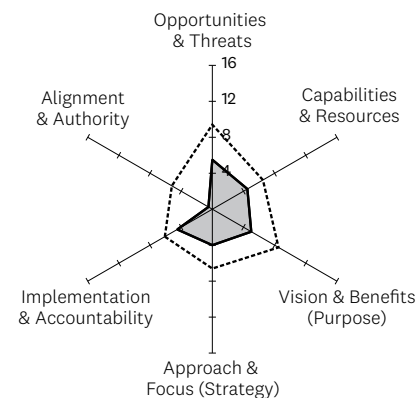
Rank:

200= out of 221 GDSs

13 out of the 15 GDSs in the Department of Conservation

22 out of the 25 GDSs in the Environment Sector

— This GDS's score
- - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		24	96

Government Tourism Strategy

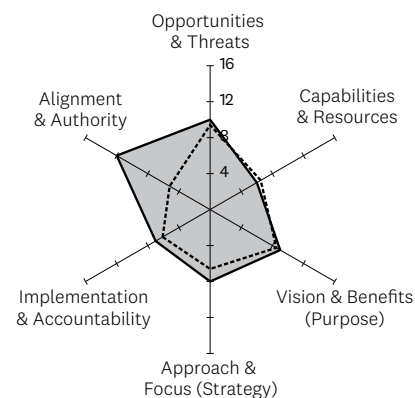
2021 Scoring

Rank:

44= out of 221 GDSs

5 out of the 15 GDSs in the Department of Conservation

7 out of the 25 GDSs in the Environment Sector



Purpose:

'[S]ustainable tourism growth.' (p. 5)

Strategy (to achieve the purpose):

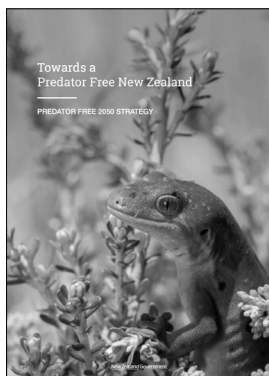
The approach is to use government-led initiatives to support 17 specific workstreams across five outcomes: the economy, the environment, international and domestic visitors, New Zealanders and our communities, and regions. (pp. 7–8, 12–16)

Key data

Publication date:	May 2019
Duration:	2019–2020
Number of pages:	22
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		52	96

Predator Free 2050 Strategy



Purpose:

'Return the voices of the insects, bats, reptiles and birds back to the forests, farmland, towns, cities and coasts.' (p. 9)

Strategy (to achieve the purpose):

The approach is to eradicate mustelids, rats and possums through six interconnected pathways: whānau, hapū and iwi expressing kaitiakitanga; communities taking action; supporting the kaupapa through legislation and policy; advancing our knowledge, innovation and improvement; measuring and assessing the difference we make; and moving from sustained predator control to eradication. (p. 17)

Key data

Publication date:	February 2020
Duration:	2020–2050
Number of pages:	44
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

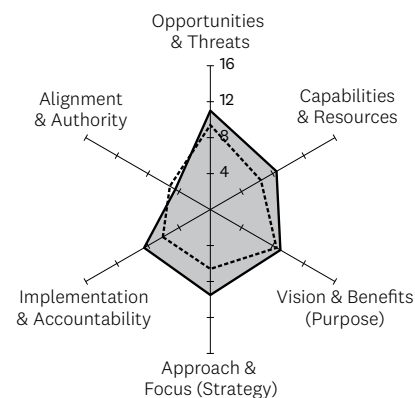
2021 Scoring

Rank:

46= out of 221 GDSs

6 out of the 15 GDSs in the
Department of Conservation

8 out of the 25 GDSs in the
Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		51	96

Visitor Centre Strategy 2020–2025



Purpose:

To create 'a clear visitor centre system ... ensuring a good visitor experience'. (p. 2)

Strategy (to achieve the purpose):

The approach is to improve visitor experience and enhance DOC's reputation by supporting visitors to have a safe and enjoyable experience on public conservation land, developing an effective visitor information system, and providing quality experience through visitor centres. (pp. 11, 14–15)

Key data

Publication date:	February 2020
Duration:	2020–2025
Number of pages:	23
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

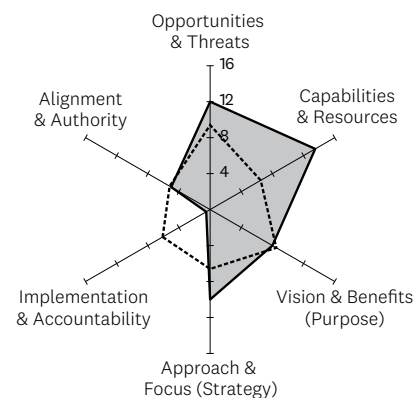
2021 Scoring

Rank:

65= out of 221 GDSs

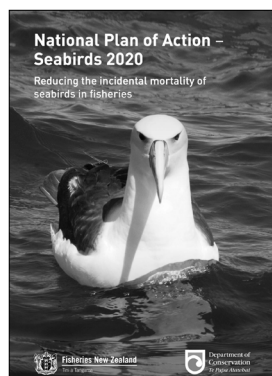
7 out of the 15 GDSs in the
Department of Conservation

9 out of the 25 GDSs in the
Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	0	6
Total		49	96

National Plan of Action – Seabirds 2020



Purpose:

'[W]ork towards zero fishing-related seabird mortalities.' (p. 2)

Strategy (to achieve the purpose):

The approach is to avoid bycatch, maintain healthy seabird populations, undertake research to manage direct effects of fisheries on seabirds, and actively engage internationally to promote measures and practices that reduce impacts on New Zealand seabirds. (p. 12)

Key data

Publication date:	May 2020
Duration:	2020-2025
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	<i>National plan of action – Seabirds</i> (2013)
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

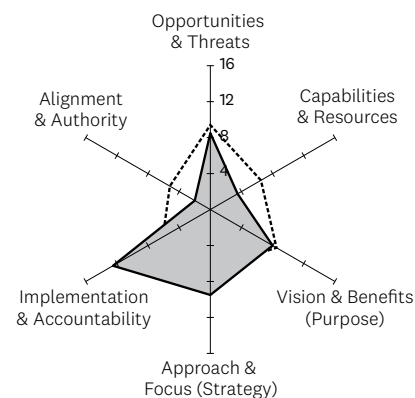
2021 Scoring

Rank:

106= out of 221 GDSs

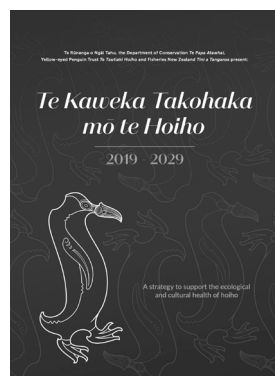
10 out of the 15 GDSs in the Department of Conservation

13 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	4	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		44	96

Te Kaweka Takohaka mō te Hoiho 2019–2029



Purpose:

'Hoiho should be able to go to sea to feed on abundant and good quality kai, and return safely to the whenua to breed, feed their young and socialise without facing human-induced threats.' (p. 12)

Strategy (to achieve the purpose):

The approach is to focus on sustaining and restoring the health of the hoiho population by applying six principles to 20 strategic priorities, such as ensuring that accurate, usable and accessible data contributes to hoiho conservation. (pp. 19–29)

Key data

Publication date:	August 2020
Duration:	2019–2029
Number of pages:	32
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

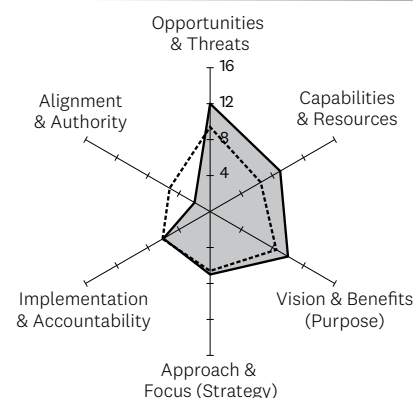
2021 Scoring

Rank:

94= out of 221 GDSs

9 out of the 15 GDSs in the Department of Conservation

11 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		46	96

Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy 2020



Purpose:

'The vision we set out for this strategy is not only for the return of health to the natural world in a way that we can measure but also for the return of a health and vibrancy that we can feel, touch, smell and hear, as well as an emotional reconnection with nature.' (p. 10)

Strategy (to achieve the purpose):

The approach is to focus on three pillars: getting the system right, empowering action and protecting and restoring biodiversity. (p. 43)

Key data

Publication date:	August 2020
Duration:	2020–2050
Number of pages:	73
Signed by:	Crown only
This GDS replaces:	<i>Biodiversity Strategy</i> (2000)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 43
Legislation:	Not applicable

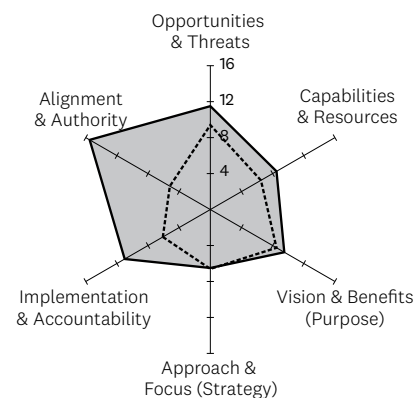
2021 Scoring

Rank:

10 out of 221 GDSs

2 out of the 15 GDSs in the Department of Conservation

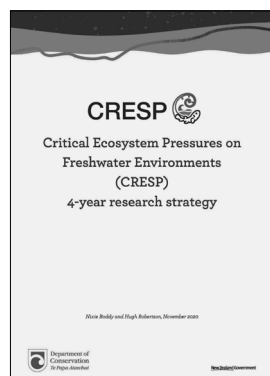
2 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		62.5	96

Critical Ecosystem Pressures on Freshwater Environments (CRESP)

4-year research strategy



Purpose:

'[T]o provide knowledge that will strengthen DOC's advocacy and management of indigenous freshwater ecosystems and species.' (p. 3)

Strategy (to achieve the purpose):

The approach is to conduct research in collaboration with a range of external groups on four abiotic pressures and their effects: water levels/flows; habitat loss; sediment and nutrients; and fish passage (in-stream structures that alter freshwater habitats or block fish movements upstream and/or downstream). (p. 2)

Key data

Publication date:	November 2020
Duration:	2020–2024
Number of pages:	11
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

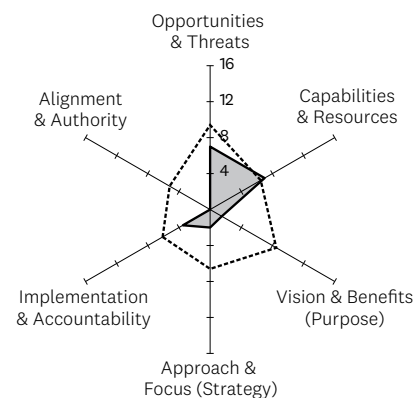
2021 Scoring

Rank:

209= out of 221 GDSs

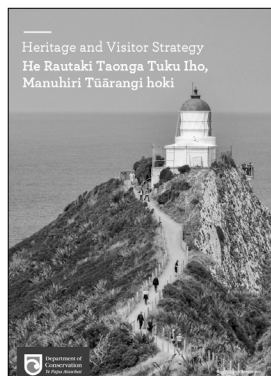
14 out of the 15 GDSs in the Department of Conservation

23 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	0	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		21	96

Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki



Purpose:

'Sustainably manage visitors to protect and enhance the value of New Zealand's natural, cultural and historic heritage.' (p. 6)

Strategy (to achieve the purpose):

The approach is to seek opportunities to partner with tangata whenua, improve the evidence base for decision making and service delivery, and invest in and maintain visitor experiences and facilities. (pp. 14–16)

Key data

Publication date:	January 2021
Duration:	2021–2025
Number of pages:	29
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 13–14
Legislation:	Not applicable

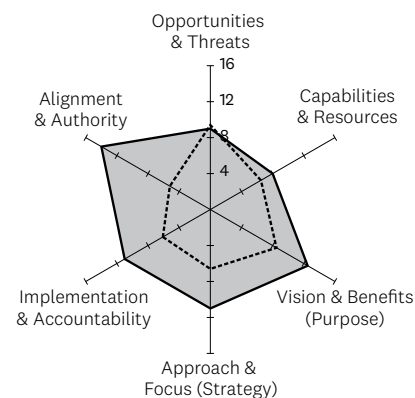
2021 Scoring

Rank:

6= out of 221 GDSs

1 out of the 15 GDSs in the Department of Conservation

1 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	4	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		65.5	96

Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons



Purpose:

'Our technology supports the mahi for thriving communities and healthy nature.' (p. 5)

Strategy (to achieve the purpose):

The approach is to implement the Digital Strategy Roadmap, which comprises a series of actions under six high-level programmes/themes: technology foundations, core applications, data and insights, engagement, digital workforce, and service continuity. (p. 32)

Key data

Publication date:	March 2021
Duration:	2021-2025
Number of pages:	64
Signed by:	Other (not Crown or department staff)
This GDS replaces:	Information Systems Strategic Plan (2015)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

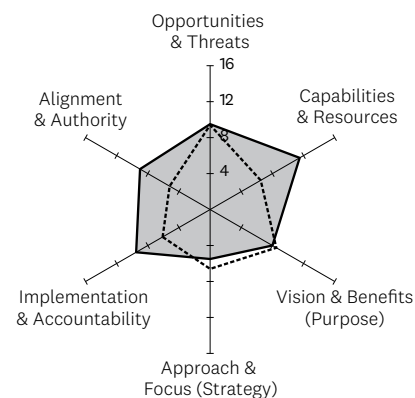
2021 Scoring

Rank:

36= out of 221 GDSs

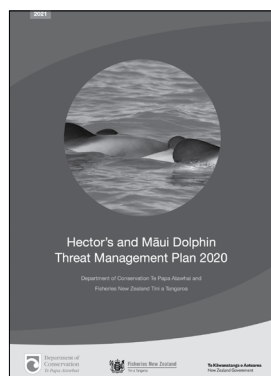
4 out of the 15 GDSs in the Department of Conservation

5 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	0	6
Total		53	96

Hector's and Māui Dolphin Threat Management Plan 2020



Purpose:

'The vision of the Hector's and Māui dolphin TMP is that: New Zealand's Hector's and Māui dolphin populations are resilient and thriving throughout their natural range.' (p. 4)

Strategy (to achieve the purpose):

The approach is to identify and implement unique fishing protection measures (e.g. netting and trawling) and non-fishing protection measures (e.g. sanctuaries and tourism). (pp. 7-11)

Key data

Publication date:	December 2021
Duration:	2021-NK
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	<i>Hector's and Maui's Dolphin Threat Management Plan (2007)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

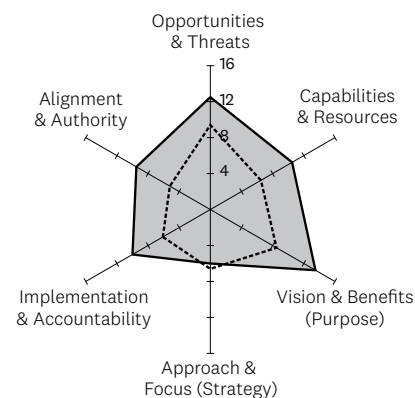
2021 Scoring

Rank:

11= out of 221 GDSs

3 out of the 15 GDSs in the Department of Conservation

3 out of the 25 GDSs in the Environment Sector



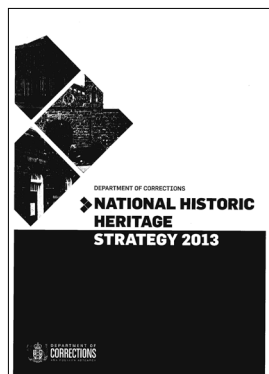
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	8	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		62	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 03.

03

**Department
of Corrections—**
Ara Poutama
Aotearoa

National Historic Heritage Strategy 2013



Purpose:

'To help managers and decision makers to manage sites with heritage significance, in the context of government policy and legislation.' (p. 2)

Strategy (to achieve the purpose):

The approach is to provide guidance documents for staff to devise a conservation plan so that the government's heritage policy can be enforced. (pp. 12–17)

Key data

Publication date:	October–December 2013
Duration:	2013–NK
Number of pages:	43
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

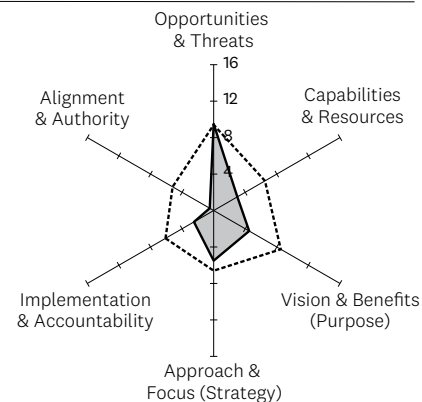
2021 Scoring

Rank:

196= out of 221 GDSs

5 out of the 5 GDSs in the Department of Corrections

6 out of the 6 GDSs in the Justice Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	0.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		25.5	96

Change Lives Shape Futures: Investing in better mental health for offenders



Purpose:

'By investing in better mental health for offenders we improve their chances of changing their life and shaping a new future for themselves, their family, and our communities.' (p. 4)

Strategy (to achieve the purpose):

The approach is to better screen and treat offenders with mental health disorders, by investing in and promoting improved services, including targeted treatment and learning programmes. (pp. 10–17)

Key data

Publication date:	March 2017
Duration:	2017–2019
Number of pages:	28
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 3
Legislation:	Not applicable

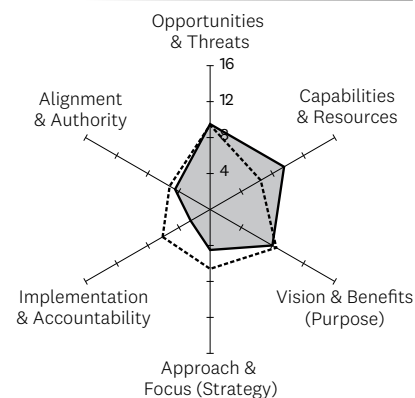
2021 Scoring

Rank:

141= out of 221 GDSs

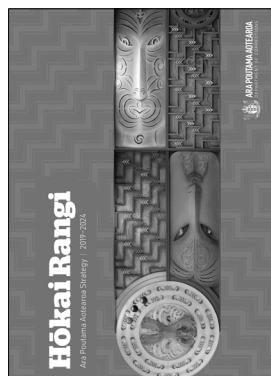
4 out of the 5 GDSs in the Department of Corrections

4= out of the 6 GDSs in the Justice Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		38.5	96

Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024



Purpose:

'This strategy ... ultimately aims to lower the proportion of Māori in our care to a level that matches the Māori share of the general population.' (p. 4)

Strategy (to achieve the purpose):

The approach is to focus on the wellbeing of people who come into the department's care by facilitating kaupapa Māori-based pathways and practices, including rehabilitation and whānau support. (pp. 16–17)

Key data

Publication date:	August 2019
Duration:	2019–2024
Number of pages:	40
Signed by:	Crown and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

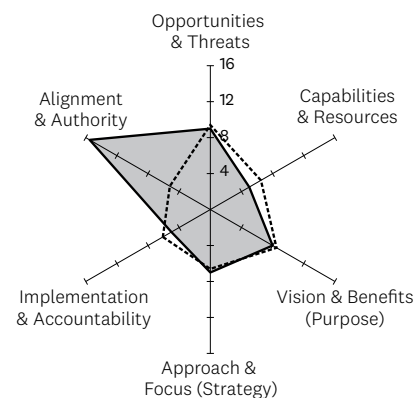
2021 Scoring

Rank:

64 out of 221 GDSs

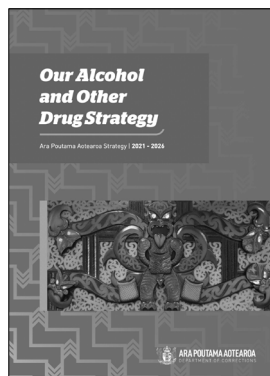
2 out of the 5 GDSs in the Department of Corrections

2 out of the 6 GDSs in the Justice Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	2	4
1.2 Does it identify potential threats going forward?	1	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3 Does it identify current and future resources?	1.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3 Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2 Does it identify a range of strategic options to solve the problem?	1.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	3	4
5.2 Does it identify who will report on its progress?	0.5	4
5.3 Does it explain how progress will be reported and over what time frames?	0.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	6	6
Total	49.5	96

Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy 2021–2026



Purpose:

'We will contribute to enhanced self-management, healthier lifestyle choices and protective factors such as participation in Te Ao Māori that will benefit individuals, whānau and communities.' (p. 8)

Strategy (to achieve the purpose):

The approach is to implement a whānau-centred approach with four workstreams. This includes establishing an alcohol and other drug governance group of external and internal stakeholders. (pp. 12–13)

Key data

Publication date:	October 2021
Duration:	2021–2026
Number of pages:	16
Signed by:	Crown and CE
This GDS replaces:	<i>Our Drug and Alcohol Strategy Through to 2020</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Corrections Act 2004, s 123) and cited in the GDS

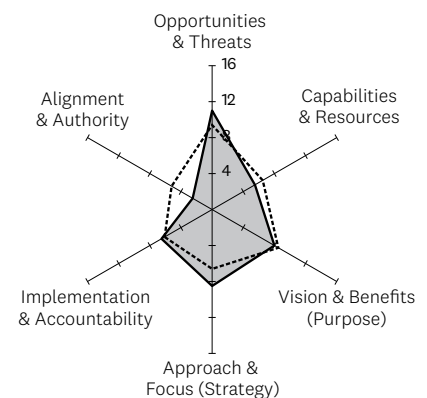
2021 Scoring

Rank:

122= out of 221 GDSs

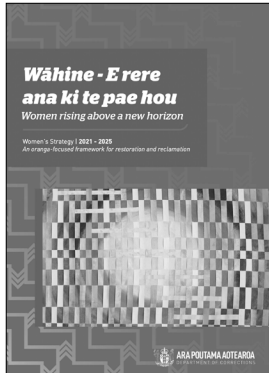
3 out of the 5 GDSs in the Department of Corrections

3 out of the 6 GDSs in the Justice Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		42	96

Wāhine – E rere ana ki te pae hou: Women's Strategy 2021–2025



Purpose:

'[H]elp break the cycle of reoffending and improve the wellbeing and safety of women, their whānau, and our wider communities as well as contribute to intergenerational transformation.' (p. 8)

Strategy (to achieve the purpose):

The approach is to implement an action plan that focuses on eight key areas: transitioning through the prison system; ensuring safe and humanised treatment while in prison; improving prison environments; improving the health and wellbeing of women; working with whānau to strengthen relationships; improving staff training and recruitment; monitoring the outcomes for effectiveness; and implementing a more effective assurance framework. (pp. 20–23)

Key data

Publication date:	October 2021
Duration:	2021–2025
Number of pages:	24
Signed by:	Crown and CE
This GDS replaces:	<i>Wahine – E rere ana ki te Pae Hou – Women's Strategy (2017)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

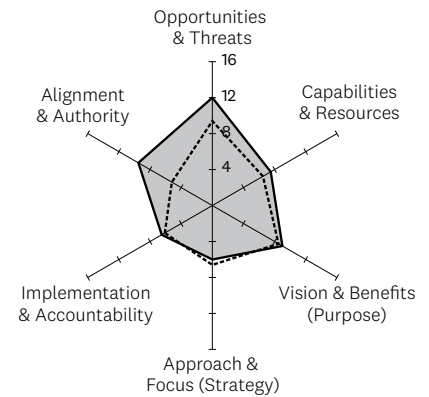
2021 Scoring

Rank:

52= out of 221 GDSs

1 out of the 5 GDSs in the Department of Corrections

1 out of the 6 GDSs in the Justice Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	0	6
Total		50.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 04.

04

Department of
Internal Affairs—
Te Tari Taiwhenua

Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030



Purpose:

'[C]reate cultural and economic value for New Zealanders through leadership and collaboration. We will remove barriers to knowledge, ensure New Zealanders have the skills to create knowledge and preserve knowledge for future generations.' (p. 2)

Strategy (to achieve the purpose):

The approach is to work with iwi, partners and stakeholders, by developing a culture of research and innovation, to improve access to knowledge, reading comprehension and awareness of diverse perspectives. (p. 7)

Key data

Publication date:	December 2016
Duration:	2016–2030
Number of pages:	8
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

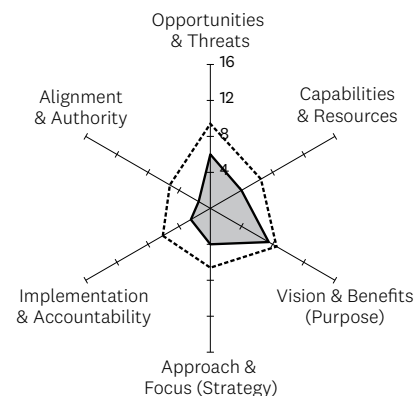
2021 Scoring

Rank:

196= out of 221 GDSs

6 out of the 9 GDSs in the Department of Internal Affairs

20 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		25.5	96

Archives 2057 Strategy



Purpose:

'We will be a trusted regulator of government information through the Public Records Act; experts in how to create, manage, preserve and discover information; and a gateway providing access to the nation's history, connecting people to their stories, rights and entitlements.' (p. 4)

Strategy (to achieve the purpose):

The approach is to develop three key strategic areas within Archives New Zealand: increasing transparency; creating effective and integrated systems; and making people more aware of archives' relevance. (p. 3)

Key data

Publication date:	May 2017
Duration:	2017-2057
Number of pages:	16
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

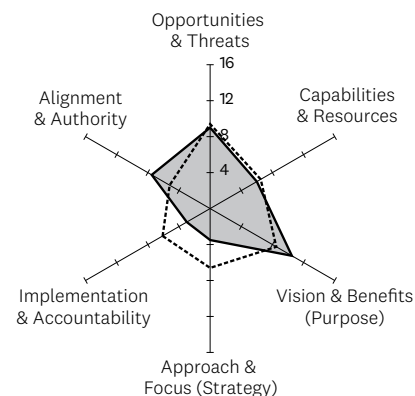
2021 Scoring

Rank:

136= out of 221 GDSs

4 out of the 9 GDSs in the Department of Internal Affairs

16 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	0	6
Total		39.5	96

Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko



Purpose:

'[T]hat all of us have what we need to participate in, contribute to, and benefit from the digital world.'
(p. 6)

Strategy (to achieve the purpose):

The approach is to identify priority areas and gaps, test small-scale interventions, and then review digital inclusion goals and priorities and check they are still relevant. (p. 16)

Key data

Publication date:	March 2019
Duration:	2019–2024
Number of pages:	24
Signed by:	Crown and other
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

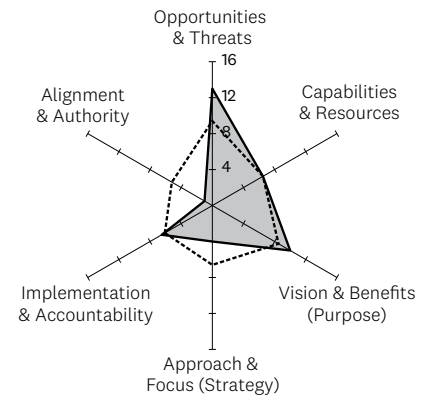
2021 Scoring

Rank:

129= out of 221 GDSs

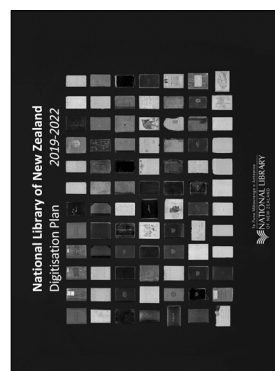
3 out of the 9 GDSs
in the Department of Internal
Affairs

15 out of the 25 GDSs in the
Finance and Government
Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		41	96

National Library of New Zealand Digitisation Plan 2019–2022



Purpose:

'[T]hat physical knowledge resources that are important to New Zealanders are digitised and made available online.' (p. 3)

Strategy (to achieve the purpose):

The approach is to increase the digitisation of analogue National Library material, providing enhanced access, improved digitising capabilities, and more readily available te reo Māori resources. (p.3)

Key data

Publication date:	August 2019
Duration:	2019–2022
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	<i>Result 10 Blueprint: A Strategy for Digital Public Services (2014)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

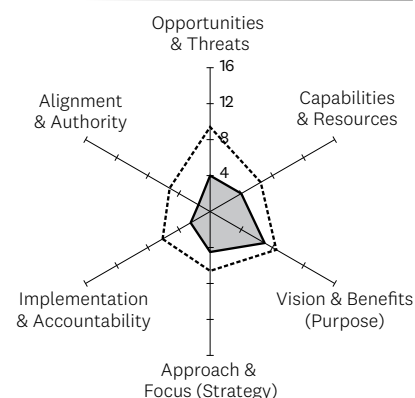
2021 Scoring

Rank:

204 out of 221 GDSs

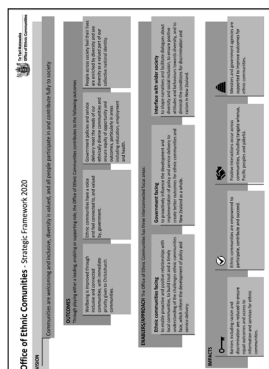
7 out of the 9 GDSs in the Department of Internal Affairs

22 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		23.5	96

Office of Ethnic Communities – Strategic Framework 2020



Purpose:

‘Communities are welcoming and inclusive, diversity is valued, and all people participate in and contribute fully to society.’
(p. 1)

Strategy (to achieve the purpose):

The approach is to develop and build on measures and processes in three interconnected areas: promoting positive relationships and trust with ethnic communities, creating better government-led outcomes, and ensuring positive attitudes and dialogue in wider society.
(p. 1)

Key data

Publication date:	January 2020
Duration:	2020-NK
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

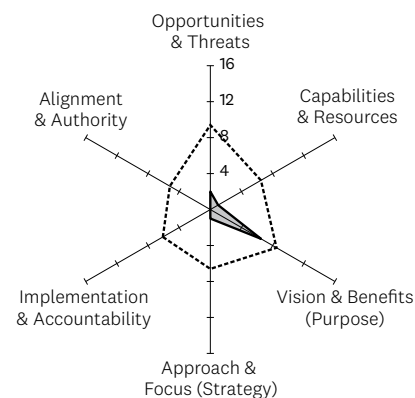
2021 Scoring

Rank:

220 out of 221 GDSs

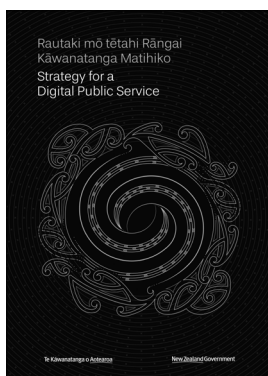
9 out of the 9 GDSs in the Department of Internal Affairs

25 out of the 25 GDSs in the Finance and Government Administration Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1	4
1.2 Does it identify potential threats going forward?	1	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	0	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	1	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3 Does it identify current and future resources?	0	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3 Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2 Does it identify a range of strategic options to solve the problem?	0.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	0	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	0	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	0	6
Total	10.5	96

Strategy for a Digital Public Service



Purpose:

'The public service is modern at its heart and all New Zealanders are thriving in a digital age.'
(p. iii)

Strategy (to achieve the purpose):

The approach is to focus on eight behaviours that will help transform the public service to be fit for the digital age, such as acting as a unified public service and making people-centred decisions. (p. 18)

Key data

Publication date:	March 2020
Duration:	2020–NK
Number of pages:	40
Signed by:	Crown and other
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

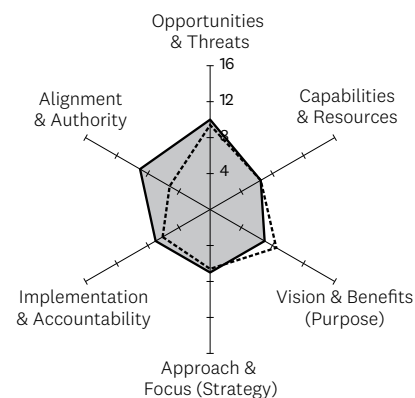
2021 Scoring

Rank:

91= out of 221 GDSs

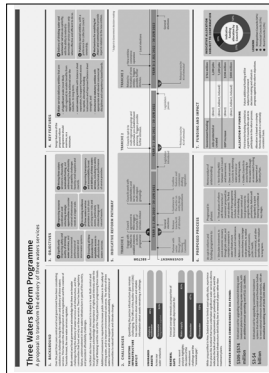
1 out of the 9 GDSs in the Department of Internal Affairs

11 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		46.5	96

Three Waters Reform Programme



Purpose:

'[T]o transform the delivery of three waters services.'
(p. 1)

Strategy (to achieve the purpose):

The approach is for Government to invite each council to enter into a non-binding MOU and invite stronger iwi/Māori involvement. (p. 1)

Key data

Publication date:	July 2020
Duration:	2020-2023
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

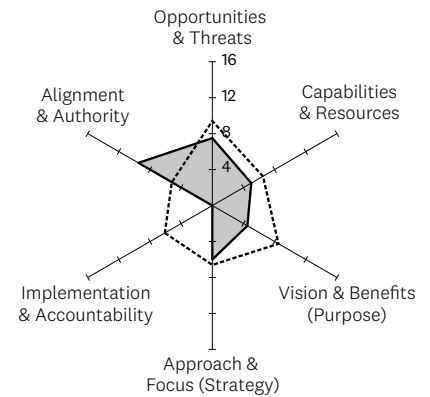
2021 Scoring

Rank:

177 out of 221 GDSs

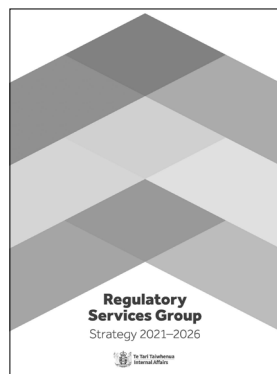
5 out of the 9 GDSs
in the Department of Internal
Affairs

19 out of the 25 GDSs in the
Finance and Government
Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		32.5	96

Regulatory Services Group Strategy 2021–2026



Purpose:

'RSG is at the forefront of regulatory excellence.'
(p. 11)

Strategy (to achieve the purpose):

The approach is to focus on embedding regulatory foundations, strengthening capability, aligning culture and purpose, harnessing evidence, insights and evaluation, and maximising relationships. (p. 4)

Key data

Publication date:	July 2021
Duration:	2021–2026
Number of pages:	42
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

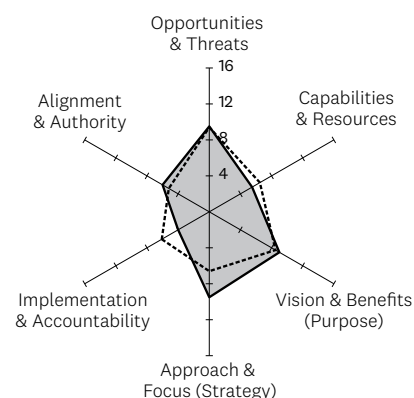
2021 Scoring

Rank:

110= out of 221 GDSs

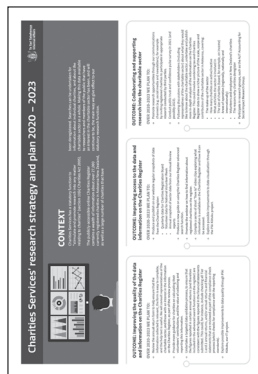
2 out of the 9 GDSs in the Department of Internal Affairs

13= out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	4	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	0	6
Total		43.5	96

Charities Services Research Strategy 2020–2023



Purpose:

'[S]timulate and promote research into any matter relating to charities.' (p. 1)

Strategy (to achieve the purpose):

The approach is to improve the quality and accessibility of data on the Charities Register and increase the level of collaboration across the research sector. (p. 1)

Key data

Publication date:	March 2021
Duration:	2020–2023
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

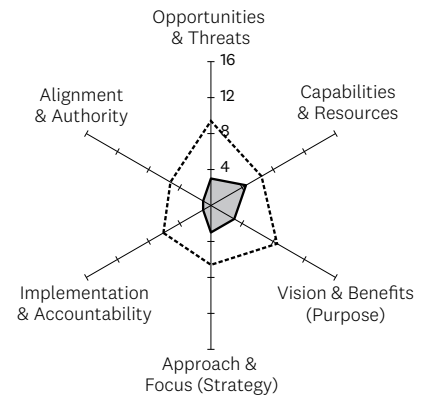
2021 Scoring

Rank:

217 out of 221 GDSs

8 out of the 9 GDSs in the Department of Internal Affairs

24 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	0	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		15.5	96

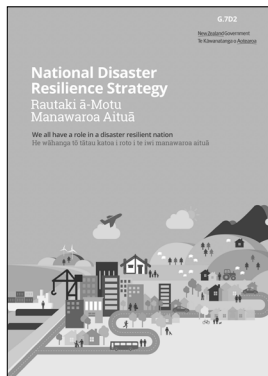
A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 05.

05

**Department of
the Prime Minister
and Cabinet—**
Te Tari o te Pirimia
me te Komiti Matua

National Disaster Resilience Strategy

– Rautaki ā-Motu Manawaroa Aitua



Purpose:

'New Zealand is a disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders.' (p. 3)

Strategy (to achieve the purpose):

The approach is to implement a package of initiatives to manage risks, improve rapid response services, and integrate and support community perspectives. Examples include implementing emergency management system reforms to improve how New Zealand responds to natural disasters and emergencies, and improving local government planning, including long term plans, annual plans and asset management plans. (p. 34)

Key data

Publication date:	April 2019
Duration:	2019–2029
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	<i>National Civil Defence Emergency Management Strategy</i> (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

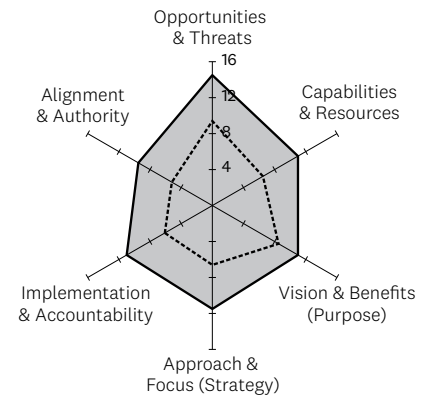
2021 Scoring

Rank:

4 out of 221 GDSs

1 out of the 5 GDSs in the Department of the Prime Minister and Cabinet

1 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		68.5	96

Cyber Security Strategy 2019



Purpose:

'This strategy has a vision that New Zealand is confident and secure in the digital world – it is about enabling New Zealand to thrive online.' (p. 8)

Strategy (to achieve the purpose):

The approach is to help citizens and workers become more security aware, develop better international partnerships and cooperation at policy and operational levels, and together proactively tackle cybercrime. (pp. 10, 13)

Key data

Publication date:	July 2019
Duration:	2019–2023
Number of pages:	17
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

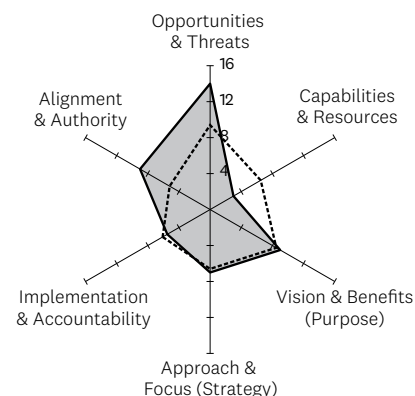
2021 Scoring

Rank:

81= out of 221 GDSs

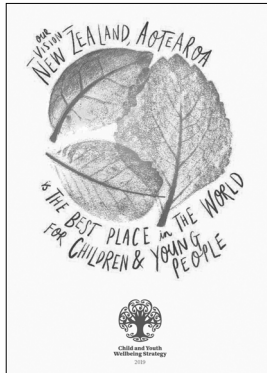
4 out of the 5 GDSs in the Department of the Prime Minister and Cabinet

9= out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		47.5	96

Child and Youth Wellbeing Strategy 2019



Purpose:

'[T]hat New Zealand be the best place in the world for children and young people.' (p. 3)

Strategy (to achieve the purpose):

The approach includes a package of initiatives such as free and universal access to many core health and education services and extra funding/staffing to help core services to better meet the needs of children and young people from disadvantaged families and communities. (p. 62)

Key data

Publication date:	August 2019
Duration:	2019–NK
Number of pages:	92
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Children's Act 2014, s 4 and s 6) and cited in the GDS

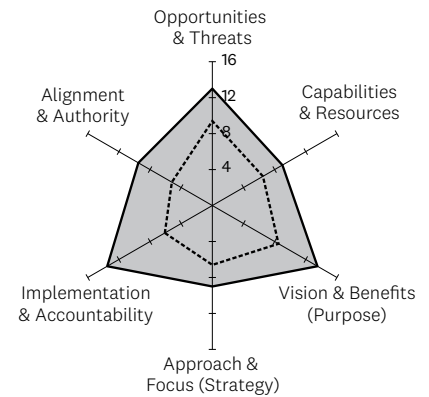
2021 Scoring

Rank:

5 out of 221 GDSs

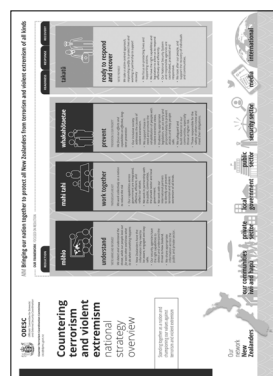
2 out of the 5 GDSs in the Department of the Prime Minister and Cabinet

2 out of the 25 GDSs in the Finance and Government Administration Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	3	4
1.2 Does it identify potential threats going forward?	3	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	3	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3 Does it identify current and future resources?	3	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	4	4
3.3 Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2 Does it identify a range of strategic options to solve the problem?	2.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	3	4
5.2 Does it identify who will report on its progress?	3	4
5.3 Does it explain how progress will be reported and over what time frames?	3.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	4	4
6: Alignment and Authority⁵⁹		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	6	6
Total	67.5	96

Countering terrorism and violent extremism: National strategy overview



Purpose:

'Bringing our nation together to protect all New Zealanders from terrorism and violent extremism of all kinds.' (p. 1)

Strategy (to achieve the purpose):

The approach is to help New Zealanders become more informed about the risks of terrorism and better able to work together to prevent and recover from terrorism. (p. 1)

Key data

Publication date:	February 2020
Duration:	2019–2020
Number of pages:	6
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

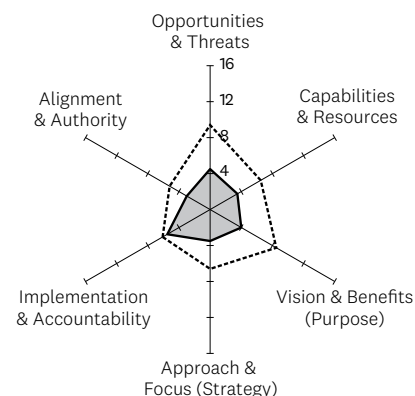
2021 Scoring

Rank:

200= out of 221 GDSs

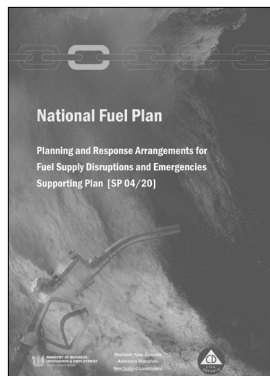
5 out of the 5 GDSs in the Department of the Prime Minister and Cabinet

21 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		24	96

National Fuel Plan



Purpose:

'[M]inimise the effects of a fuel supply disruption on New Zealand, whatever the cause.' (p. 2)

Strategy (to achieve the purpose):

The approach is to agree communication and coordination arrangements, and regional fuel supply arrangements, between government agencies, Civil Defence Emergency Management (CDEM) groups and fuel sector organisations. (p. 2)

Key data

Publication date:	March 2020
Duration:	2020–NK
Number of pages:	70
Signed by:	Department staff (other than CE) only
This GDS replaces:	<i>Oil Emergency Response Strategy</i> (2008)
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

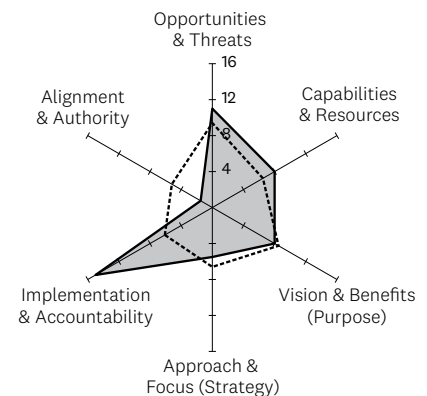
Rank:

65= out of 221 GDSs

3 out of the 5 GDSs in the Department of the Prime Minister and Cabinet

8 out of the 25 GDSs in the Finance and Government Administration Sector

— This GDS's score
 Average GDS score



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1.5	4
1.2 Does it identify potential threats going forward?	4	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	4	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3 Does it identify current and future resources?	4	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3 Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2 Does it identify a range of strategic options to solve the problem?	0	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	3.5	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	4	4
5.2 Does it identify who will report on its progress?	4	4
5.3 Does it explain how progress will be reported and over what time frames?	3	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	4	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	0	6
Total	49	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the chapter number.

06

**Education
Review Office—
Te Tari Arotake
Mātauranga**

Pacific Strategy: Driving success for Pacific learners 2019–2022



Purpose:

'[E]very child achieves success as a lifelong learner.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on five strategic goals for improving educational outcomes for Pacific learners, including measures, partnerships, and targeted, Pacific-focused programmes. (p. 4)

Key data

Publication date:	April 2019
Duration:	2019–2022
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	<i>Pacific Strategy</i> (2013–2017)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

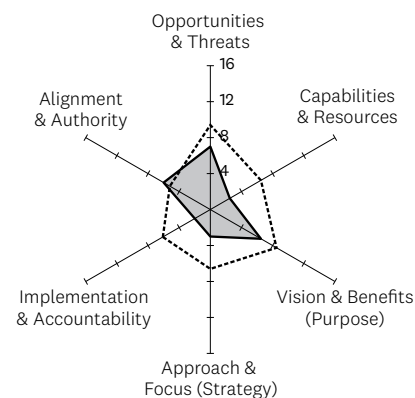
2021 Scoring

Rank:

194 out of 221 GDSs

1 out of the 1 GDSs in the Education Review Office

11 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	3	6
Total		27	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the main title.

07

Government Communications Security Bureau— Te Tira Tiaki

Diversity and Inclusion Strategy 2021–2025



Purpose:

'Our workforce and work environment reflects the diversity of New Zealand, where our collective diversity is celebrated and embraced.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on increasing diversity in recruitment and the workforce, particularly in senior leadership positions, to ensure the environment is inclusive and diverse. (pp. 16–19)

Key data

Publication date:	July 2021
Duration:	2021–2025
Number of pages:	19
Signed by:	Chief Executive only
This GDS replaces:	<i>Diversity and Inclusion Strategy 2017–2020</i> (2018)
Jointly held with:	NZSIS
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

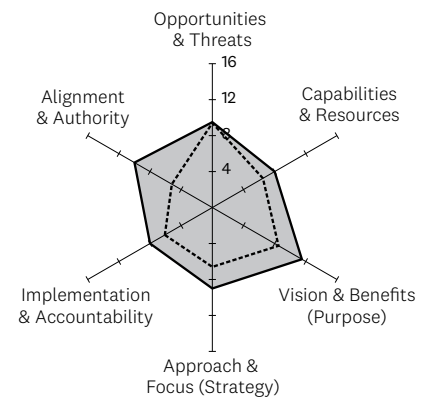
2021 Scoring

Rank:

24= out of 221 GDSs

1 out of the 1 GDSs in the Government Communications Security Bureau

4= out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	4	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		56	96



08

**Inland Revenue
Department—
Te Tari Taake**

Our Corporate Strategy – Customer



Purpose:

Become 'a proactive and customer-centric organisation ... [and create] value and better outcomes for New Zealanders.' (p. 3)

Strategy (to achieve the purpose):

The approach is to improve services to IRD customers by using six 'strands', which focus on enabling IRD to be more customer-focused and using technological change. (p. 3)

Key data

Publication date:	May–September 2016
Duration:	2016–2025
Number of pages:	55
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

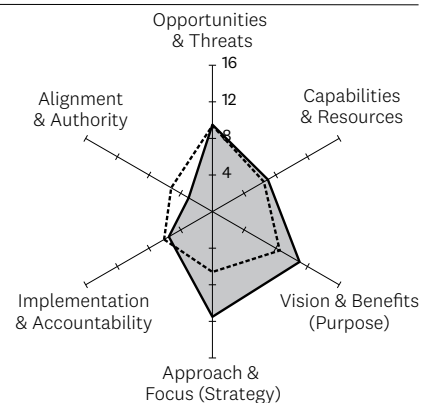
2021 Scoring

Rank:

81= out of 221 GDSs

1 out of the 1 GDSs in the Inland Revenue Department

9= out of the 25 GDSs in the Finance and Government Administration Sector



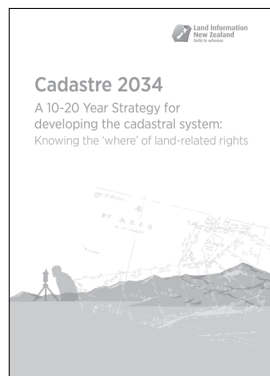
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		47.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the chapter number.

09

Land Information New Zealand— Toitū Te Whenua

Cadastre 2034



Purpose:

'A cadastral system that enables people to readily and confidently identify the location and extent of all rights, restrictions, and responsibilities related to land and real property.'
(p. 25)

Strategy (to achieve the purpose):

The approach is to implement 23 actions, including developing principles and a coherent policy direction and framework for defining the spatial extents of all land and real property-related rights, restrictions and responsibilities. (pp. 36–38)

Key data

Publication date:	February 2014
Duration:	2014–2034
Number of pages:	44
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

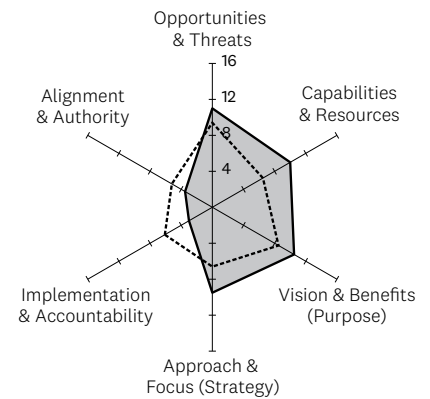
2021 Scoring

Rank:

81= out of 221 GDSs

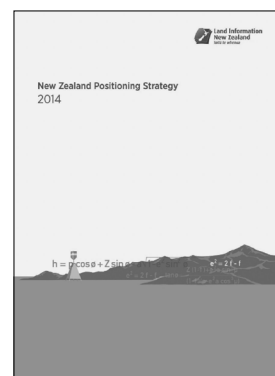
3 out of the 7 GDSs in
Land Information
New Zealand

12 out of the 25 GDSs
in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		47.5	96

Positioning Strategy 2014



Purpose:

'This strategy sets a vision of [a]ccurately positioning New Zealand for the future' (p. 7)

Strategy (to achieve the purpose):

The approach is to achieve five ten-year goals in the geospatial context and enable accurate positioning and improved access for users, by adopting innovative technologies and capabilities. (p. 7)

Key data

Publication date:	May 2014
Duration:	2014–2024
Number of pages:	18
Signed by:	Department staff (other than CE) only
This GDS replaces:	<i>Geodetic Strategy</i> (2003)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

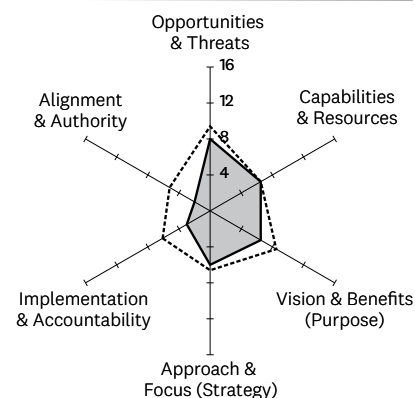
2021 Scoring

Rank:

178 out of 221 GDSs

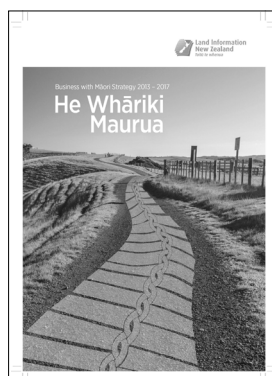
5 out of the 7 GDSs in Land Information New Zealand

20 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		32	96

He Whāriki Maurua – Business with Māori Strategy 2013–2017



Purpose:

'[A]ccelerate Māori and iwi [business] development.' (p. 10)

Strategy (to achieve the purpose):

The approach is to partner with Māori business, strengthening partnerships and providing direction through five key drivers (rautiki). (p. 10)

Key data

Publication date:	September 2014
Duration:	2013–2017
Number of pages:	26
Signed by:	Chief Executive, department staff and other
This GDS replaces:	<i>He Whāriki Maurua: Business with Māori Strategy</i> (2013)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Not applicable

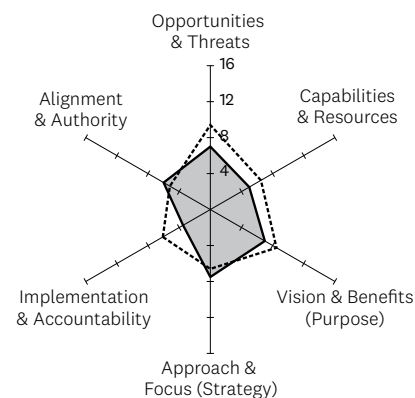
2021 Scoring

Rank:

153= out of 221 GDSs

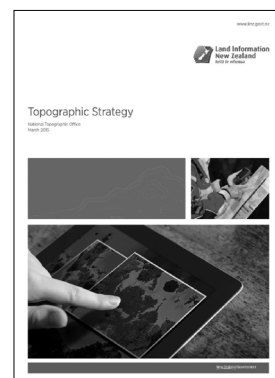
4 out of the 7 GDSs
in Land Information
New Zealand

17 out of the 25 GDSs
in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

Topographic Strategy



Purpose:

'This strategy sets a vision of [a]ccurately mapping New Zealand for the future.' (p. 3)

Strategy (to achieve the purpose):

The approach sets out five goals, including: engaging with customers, stakeholders and the international topographic community; coordinating the acquisition and release of imagery and elevation data into open national datasets; and expanding the production of topographic products and services to include those specifically for digital use. (p. 4)

Key data

Publication date:	March 2015
Duration:	2015–2020
Number of pages:	12
Signed by:	Department staff (other than CE) and other
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

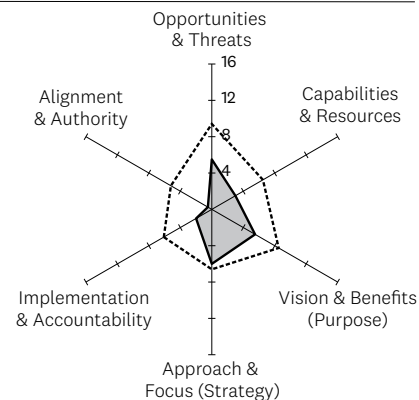
2021 Scoring

Rank:

205= out of 221 GDSs

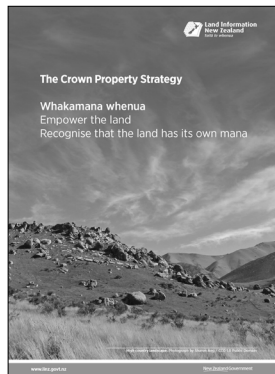
7 out of the 7 GDSs
in Land Information
New Zealand

24 out of the 25 GDSs
in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		22.5	96

Crown Property Strategy



Purpose:

'[T]o achieve the best public value from the Crown Estate and provide strategic advice to government on land management where natural events have had a significant impact on land.' (p. 3)

Strategy (to achieve the purpose):

The approach sets out a number of initiatives, including: providing authoritative information on the Crown Estate; managing, advising and obtaining best public value from the Crown Estate; and providing the tools, oversight and advice to enable agencies to better manage their land holdings. (p. 3)

Key data

Publication date:	June 2018
Duration:	2018–NK
Number of pages:	7
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Not applicable

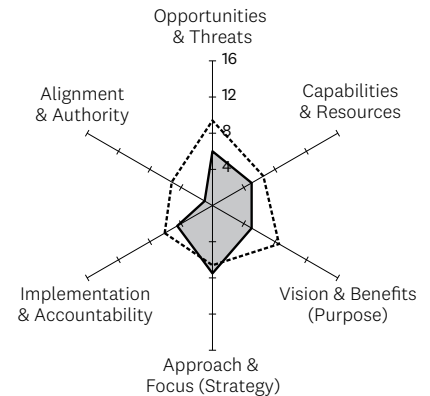
2021 Scoring

Rank:

189= out of 221 GDSs

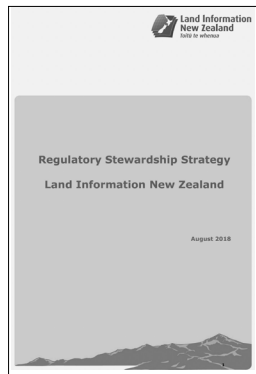
6 out of the 7 GDSs
in Land Information
New Zealand

23 out of the 25 GDSs
in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		29	96

Regulatory Stewardship Strategy



Purpose:

'[E]nable New Zealanders to enjoy access to our public land, benefit from private land ownership, and be sure that overseas investment in New Zealand's sensitive assets brings benefits to New Zealand.' (p. 3)

Strategy (to achieve the purpose):

The approach is to manage four regulatory systems (property rights, property information, Crown land and overseas investment) through improving performance delivery, whilst mitigating regulatory underperformance or failure. (p. 7)

Key data

Publication date:	August 2018
Duration:	2018–2020
Number of pages:	28
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

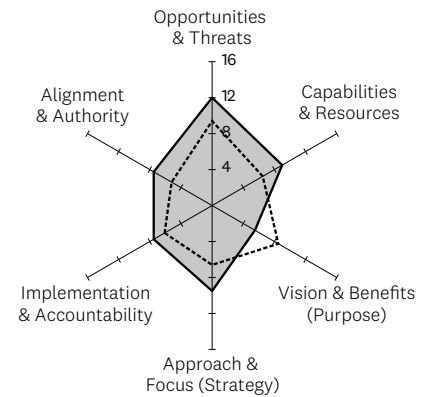
2021 Scoring

Rank:

46= out of 221 GDSs

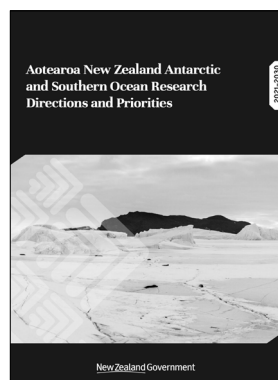
1 out of the 7 GDSs in Land Information New Zealand

3= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	0	6
Total		51	96

Antarctic and Southern Ocean Research Directions and Priorities 2021–2030



Purpose:

‘Excellent and impactful science that addresses the urgent need to understand the role of Antarctica and the Southern Ocean in a globally-connected and rapidly changing environment and supports Aotearoa New Zealand’s commitment to protecting Antarctica and the Southern Ocean.’ (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

Key data

Publication date:	December 2021
Duration:	2021–2030
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	<i>Antarctic and Southern Ocean Science</i> (2011)
Jointly held with:	MPI, MBIE and MFAT
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

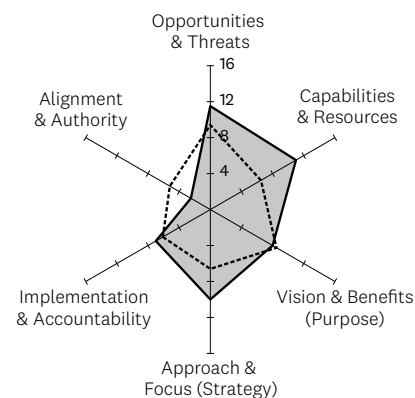
2021 Scoring

Rank:

57= out of 221 GDSs

2 out of the 7 GDSs in Land Information New Zealand

5= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		50	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, creating a ripple effect. It is positioned behind the main text and partially obscured by a horizontal line.

10

**Ministry for Culture
and Heritage—
Manatū Taonga**

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 11.

11

**Ministry for
Pacific Peoples—**
Te Manatū mō Ngā Iwi
o Te Moana-nui-a-kiwa

Biosecurity Science Strategy for New Zealand

– Mahere Rautaki Putaiao Whakamaru



Purpose:

'[C]ontributing to keeping New Zealanders, the plants and animals we value and our unique natural environment, safe and secure from damaging pests and disease.' (p. 8)

Strategy (to achieve the purpose):

The approach is to establish three sectoral advisory groups to interpret the goals of Biosecurity New Zealand and make science priority recommendations to the science advisory committee, to forward to the Minister of Biosecurity. (p. 17)

Key data

Publication date:	October 2007
Duration:	2007-2032
Number of pages:	73
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

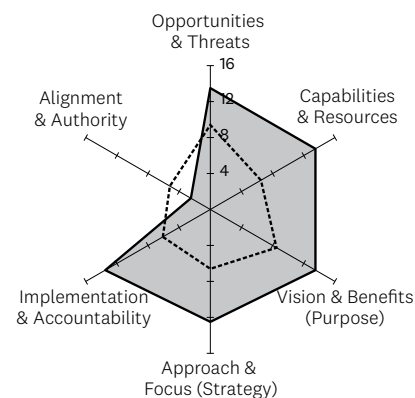
2021 Scoring

Rank:

3 out of 221 GDSs

1 out of the 18 GDSs in the Ministry for Primary Industries

1 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	4	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		69	96

Harvest Strategy Standard for New Zealand Fisheries



Purpose:

'[P]rovide a consistent and transparent framework for setting fishery and stock targets and limits and associated fisheries management measures, so that there is a high probability of achieving targets, a very low probability of breaching limits, and acceptable probabilities of rebuilding stocks that nevertheless become depleted, in a timely manner.' (p. 7)

Strategy (to achieve the purpose):

The approach is to focus on three core elements: a specified target about which a fishery or stock should fluctuate; a soft limit that triggers a requirement for a formal, time-constrained rebuilding plan; and a hard limit below which fisheries should be considered for closure. (pp. 7–9)

Key data

Publication date:	October 2008
Duration:	2008–NK
Number of pages:	30
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

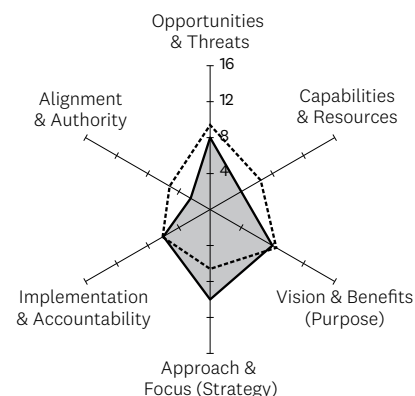
2021 Scoring

Rank:

141= out of 221 GDSs

12= out of the 18 GDSs in the Ministry for Primary Industries

15= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	4	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		38.5	96

Research and Science Information Standard for New Zealand Fisheries



Purpose:

'[S]takeholders and the public can be confident in the research and science information used to inform fisheries management decisions.' (p. 1)

Strategy (to achieve the purpose):

The approach is to ensure science information is of sufficient quality to make fisheries management decisions, by applying five key principles to all information prior to use (peer review, relevance, integrity, objectivity and reliability). (p. 6)

Key data

Publication date:	May 2011
Duration:	2011–2030
Number of pages:	36
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

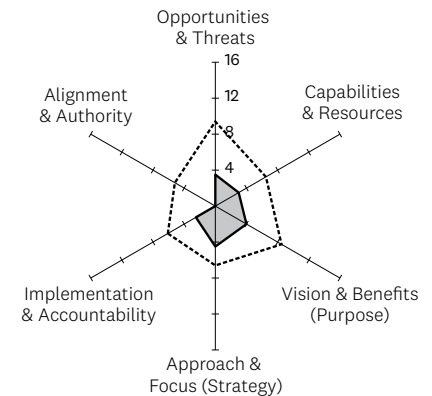
2021 Scoring

Rank:

215 out of 221 GDSs

18 out of the 18 GDSs in the Ministry for Primary Industries

25 out of the 25 GDSs in the Primary Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	2	4
1.2 Does it identify potential threats going forward?	0.5	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	1	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	1.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3 Does it identify current and future resources?	1	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3 Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2 Does it identify a range of strategic options to solve the problem?	1	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	1	4
5.2 Does it identify who will report on its progress?	0.5	4
5.3 Does it explain how progress will be reported and over what time frames?	1	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	0	6
Total	17.5	96

Aquaculture Strategy and Five-year Action Plan to Support Aquaculture



Purpose:

'[W]ell-planned and sustainable aquaculture growth in New Zealand ... enabling industry to achieve its goal of \$1 billion in annual sales by 2025.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on a number of actions including aligning government resources, working alongside stakeholders and making decisions using the best available and credible biological, economic, social and cultural information from a range of sources. (p. 2)

Key data

Publication date:	April 2012
Duration:	2012-2017
Number of pages:	4
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 3
Legislation:	Not applicable

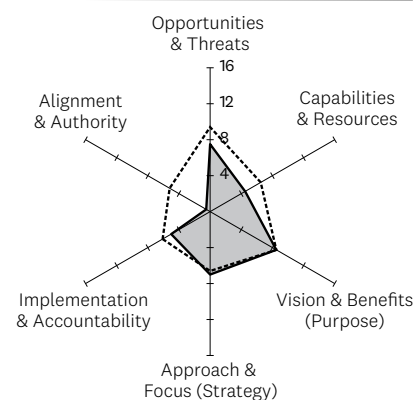
2021 Scoring

Rank:

171= out of 221 GDSs

14= out of the 18 GDSs in the Ministry for Primary Industries

18= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	4	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		33	96

Animal Welfare Matters

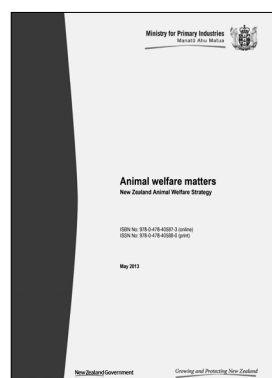
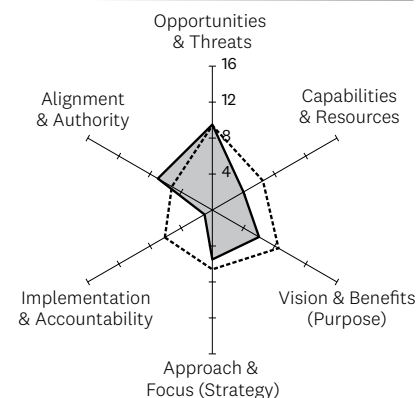
2021 Scoring

Rank:

171= out of 221 GDSs

14= out of the 18 GDSs
in the Ministry for
Primary Industries

18= out of the 25 GDSs in the
Primary Sector



Purpose:

'[E]veryone taking responsibility for the welfare of animals.' (p. 7)

Strategy (to achieve the purpose):

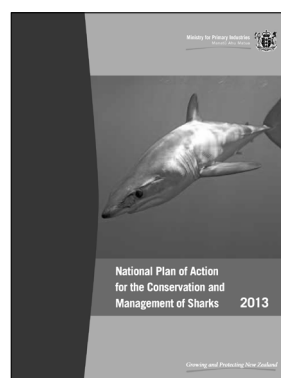
The approach is to focus on better planning to prevent animal welfare problems; better animal husbandry, science and technology; clearer expectations and sanctions; and measuring animal welfare performance. (p. 2)

Key data

Publication date:	May 2013
Duration:	2013–NK
Number of pages:	11
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1.5	4
1.2 Does it identify potential threats going forward?	2.5	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3 Does it identify current and future resources?	0.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3 Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2 Does it identify a range of strategic options to solve the problem?	2	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	1	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	0	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	0	6
Total	33	96

National Plan of Action for the Conservation and Management of Sharks



Purpose:

'To maintain the biodiversity and the long-term viability of all New Zealand shark populations by recognising their role in marine ecosystems, ensuring that any utilisation of sharks is sustainable, and [that New Zealand is recognised for] efforts in shark conservation and management.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on six goals and puts in place a number of five-year objectives for each goal. The goals are biodiversity and long-term viability of shark populations; utilisation, waste reduction and the elimination of shark finning; domestic engagement and partnerships; non-fishing threats; international engagement; and research and information. (pp. 3–4)

Key data

Publication date:	January 2014
Duration:	2013–2018
Number of pages:	36
Signed by:	Crown only
This GDS replaces:	<i>National Plan of Action – Sharks</i> (2008)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

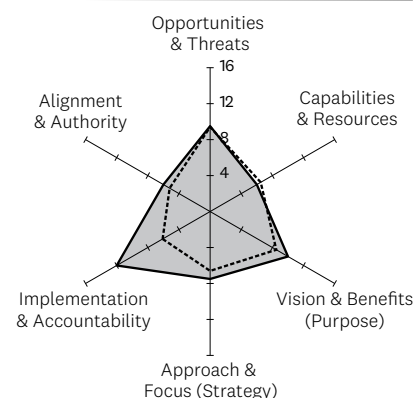
2021 Scoring

Rank:

46= out of 221 GDSs

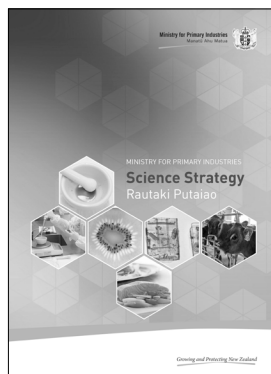
3 out of the 18 GDSs in the Ministry for Primary Industries

3= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		51	96

Science Strategy – Rautaki Putaiao



Purpose:

'Policy, regulation-setting, and decision-making must be based on robust, fit-for-purpose, up to date and comprehensive science and science evidence to be effective and credible.'
(p. 5)

Strategy (to achieve the purpose):

The approach is to focus on seven priorities: smart regulation; operational excellence; international access; provenance and traceability; precision production and investment; enduring relationships; and integrated information, insight and knowledge.
(p. 19)

Key data

Publication date:	October 2015
Duration:	2015–2020
Number of pages:	34
Signed by:	Chief Executive and other department staff
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 8
Legislation:	Not applicable

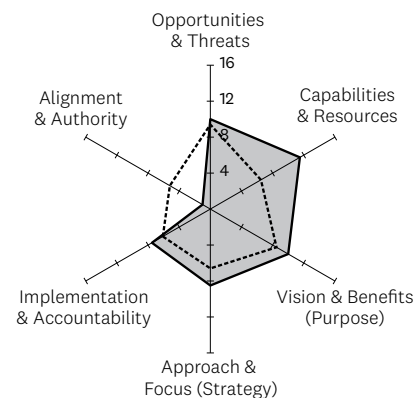
2021 Scoring

Rank:

71= out of 221 GDSs

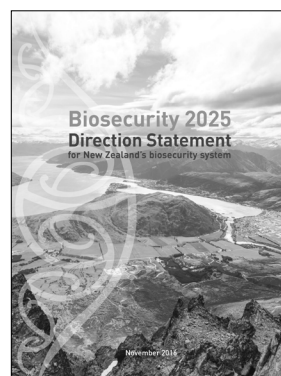
8 out of the 18 GDSs
in the Ministry for
Primary Industries

10 out of the 25 GDSs in the
Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

Biosecurity 2025 Direction Statement



Purpose:

'The biosecurity system protects New Zealanders, our way of life, our natural and productive resources and our biodiversity from the harmful effects of pests and diseases.' (p. 4)

Strategy (to achieve the purpose):

The approach is a range of actions fitting under five strategic directions, and includes establishing national data standards and procedures to support sharing of organism information, and undertaking a review of biosecurity system governance. (pp. 26–27)

Key data

Publication date:	November 2016
Duration:	2016–2025
Number of pages:	32
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

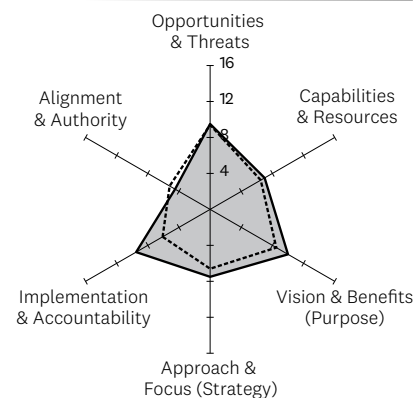
2021 Scoring

Rank:

78= out of 221 GDSs

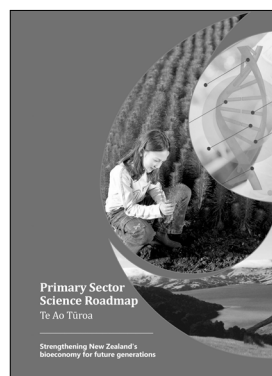
9 out of the 18 GDSs in the Ministry for Primary Industries

11 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		48	96

Primary Sector Science Roadmap – Te Ao Tūroa



Purpose:

‘Science and technology accelerates innovation and growth for intergenerational economic and environmental sustainability of the primary sector, leading to increased wellbeing for all New Zealanders.’ (p. 9)

Strategy (to achieve the purpose):

The approach is to focus on eight priority areas: adding value, harnessing the value and power of data, innovating with advanced technology, innovating through genetics, innovating through Kaupapa Māori, protecting and sustaining resources, deriving value from complex systems, and integrating people and values. (p. 21)

Key data

Publication date:	June 2017
Duration:	2017-2030
Number of pages:	60
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

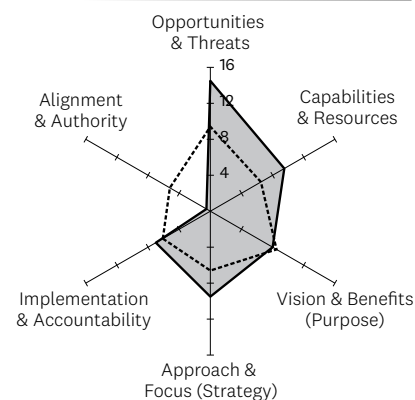
2021 Scoring

Rank:

65= out of 221 GDSs

7 out of the 18 GDSs in the Ministry for Primary Industries

9 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	3	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		49	96

New Zealand sea lion/rāpoka Threat Management Plan 2017–2022



Purpose:

'[P]romote the recovery and ensure the long-term viability of New Zealand sea lions, with the ultimate goal of achieving "Not Threatened" status.' (p. 4)

Strategy (to achieve the purpose):

The approach is to focus on four work streams: engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC), direct mitigation, targeted research (such as research to better understand adult female nutritional stress and diet), and evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp. 15–16)

Key data

Publication date:	July 2017
Duration:	2017–2022
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Yes, pp. 13–14
Legislation:	Not applicable

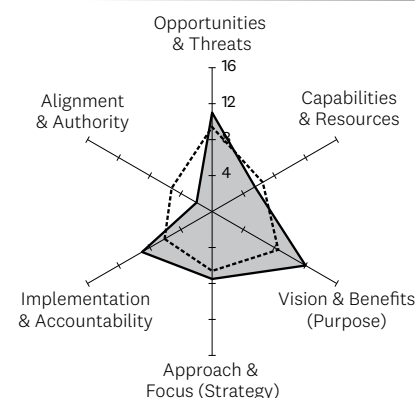
2021 Scoring

Rank:

85= out of 221 GDSs

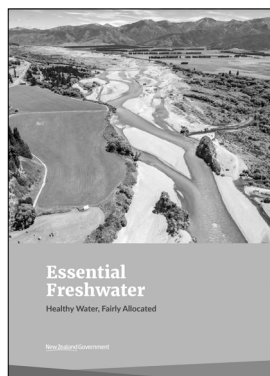
10 out of the 18 GDSs in the Ministry for Primary Industries

13 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		47	96

Essential Freshwater



Purpose:

'Healthy water, fairly allocated.' (front cover)

Strategy (to achieve the purpose):

The approach is to implement a freshwater programme through six interrelated workstreams in partnership with the advisory network: at-risk catchments, National Policy Statement for Freshwater Management amendments, National Environmental Standard for Freshwater Management, Resource Management Act amendments, allocation of freshwater resources and the future framework. (p. 12)

Key data

Publication date:	October 2018
Duration:	2018–2020
Number of pages:	56
Signed by:	Crown only
This GDS replaces:	<i>Freshwater Reform: 2013 and Beyond</i> (2013)
Jointly held with:	MfE
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

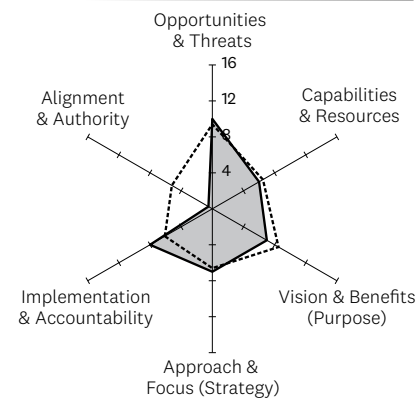
2021 Scoring

Rank:

141= out of 221 GDSs

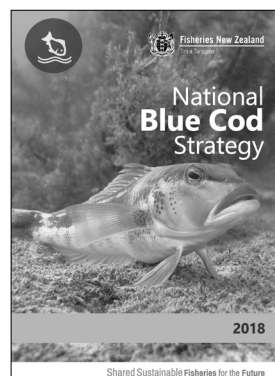
12= out of the 18 GDSs
in the Ministry for
Primary Industries

15= out of the 25 GDSs in the
Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		38.5	96

National Blue Cod Strategy



Purpose:

'[A]bundant and sustainable blue cod fisheries for all.' (p. 7)

Strategy (to achieve the purpose):

The approach is to standardise rules around blue cod fishing, so they are the same nationwide, including the use of a traffic light system. (p. 9)

Key data

Publication date:	December 2018
Duration:	2018–NK
Number of pages:	24
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

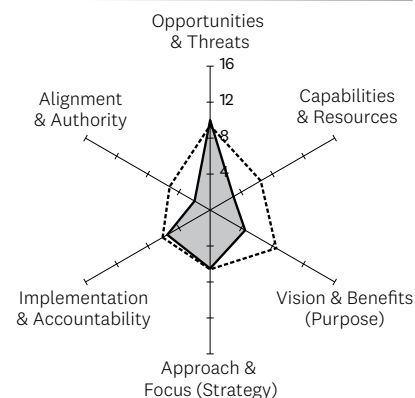
2021 Scoring

Rank:

179= out of 221 GDSs

16 out of the 18 GDSs in the Ministry for Primary Industries

21 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		31.5	96

Aquaculture Strategy



Purpose:

'New Zealand is globally recognised as a world-leader in sustainable and innovative aquaculture management across the value chain.' (p. 3)

Strategy (to achieve the purpose):

The approach is to maximise the value of existing farms through innovation, and then extend into high value land-based aquaculture and/or extend aquaculture into the open ocean. (pp. 4–6)

Key data

Publication date:	September 2019
Duration:	2019–2035
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

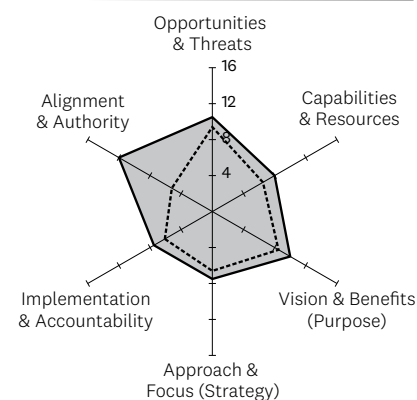
2021 Scoring

Rank:

27 out of 221 GDSs

2 out of the 18 GDSs
in the Ministry for
Primary Industries

2 out of the 25 GDSs in the
Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		55.5	96

Food Safety 2019–2024



Purpose:

'It is essential both within New Zealand and overseas that we have a dynamic and forward-thinking food safety strategy that will continue to maintain and grow our reputation as a provider of trusted and safe food.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on five priority areas, which together identify 17 actions including to increase engagement with food businesses; to engage with priority stakeholders; to seek out and include consideration of mātauranga Māori (Māori knowledge), values and perspectives in regard to food safety; and to further invest in an emerging risks system and a horizon-scanning system. (pp. 8–13)

Key data

Publication date:	November 2019
Duration:	2019–2024
Number of pages:	16
Signed by:	Other (not Crown or department staff)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

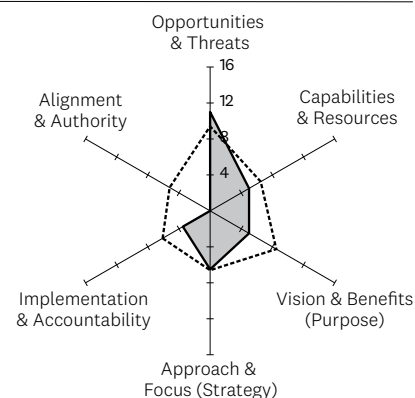
2021 Scoring

Rank:

181= out of 221 GDSs

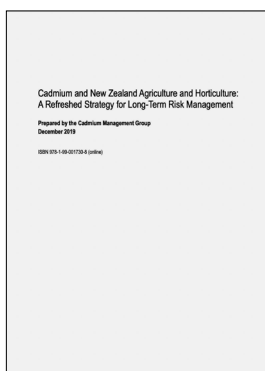
17 out of the 18 GDSs in the Ministry for Primary Industries

22 out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		31	96

Cadmium and New Zealand Agriculture and Horticulture



Purpose:

'To ensure that cadmium in rural production poses minimal risks to health, trade, land use flexibility and the environment over the next 100 years.' (p. 2)

Strategy (to achieve the purpose):

The approach is to manage the risk of cadmium (a naturally occurring heavy metal in soils, of which phosphate fertiliser is the primary source) through research, monitoring, education and supporting practices which enable food standards to be met and control soil cadmium accumulation. (p. 2)

Key data

Publication date:	December 2019
Duration:	2019–2026
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	<i>Cadmium and New Zealand Agriculture and Horticulture (2011)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

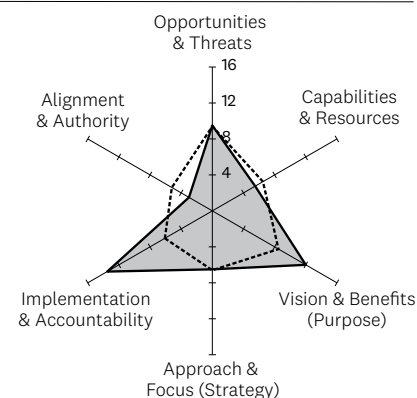
2021 Scoring

Rank:

57= out of 221 GDSs

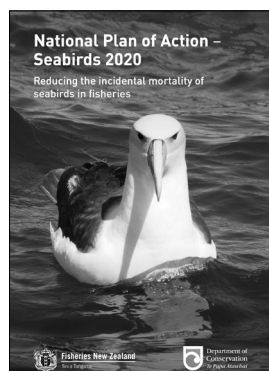
4= out of the 18 GDSs in the Ministry for Primary Industries

5= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	4	4
5.3	Does it explain how progress will be reported and over what time frames?	4	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		50	96

National Plan of Action – Seabirds 2020



Purpose:

'[W]ork towards zero fishing-related seabird mortalities.' (p. 2)

Strategy (to achieve the purpose):

The approach is to avoid bycatch, maintain healthy seabird populations, undertake research to manage direct effects of fisheries on seabirds, and actively engage internationally to promote measures and practices that reduce impacts on New Zealand seabirds. (p. 12)

Key data

Publication date:	May 2020
Duration:	2020–2025
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	<i>National plan of action – Seabirds</i> (2013)
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

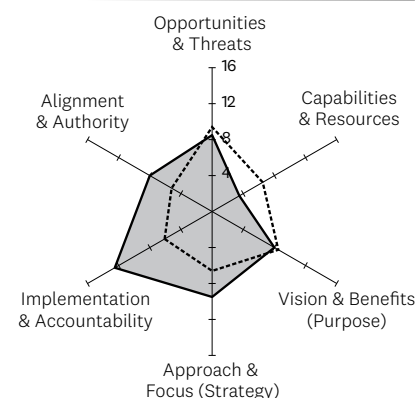
2021 Scoring

Rank:

57= out of 221 GDSs

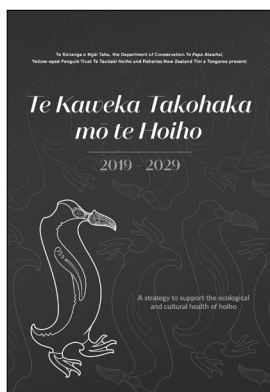
4= out of the 18 GDSs
in the Ministry for
Primary Industries

5= out of the 25 GDSs in the
Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	4	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		50	96

Te Kaweka Takohaka mō te Hoiho 2019–2029



Purpose:

‘Hoiho should be able to go to sea to feed on abundant and good quality kai, and return safely to the whenua to breed, feed their young and socialise without facing human-induced threats.’ (p. 12)

Strategy (to achieve the purpose):

The approach is to focus on sustaining and restoring the health of the hoiho population by applying six principles to 20 strategic priorities, such as ensuring that accurate, usable and accessible data contributes to hoiho conservation. (pp. 19–29)

Key data

Publication date:	August 2020
Duration:	2019–2029
Number of pages:	32
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

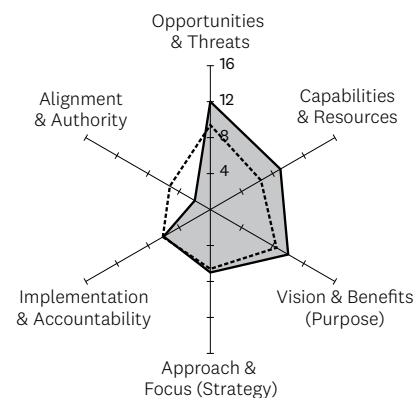
2021 Scoring

Rank:

94= out of 221 GDSs

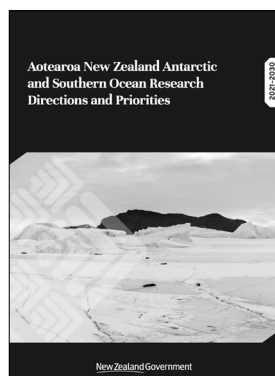
11 out of the 18 GDSs
in the Ministry for
Primary Industries

14 out of the 25 GDSs in the
Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		46	96

Antarctic and Southern Ocean Research Directions and Priorities 2021–2030



Purpose:

'Excellent and impactful science that addresses the urgent need to understand the role of Antarctica and the Southern Ocean in a globally-connected and rapidly changing environment and supports Aotearoa New Zealand's commitment to protecting Antarctica and the Southern Ocean.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

Key data

Publication date:	December 2021
Duration:	2021–2030
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	<i>Antarctic and Southern Ocean Science</i> (2011)
Jointly held with:	LINZ, MBIE and MFAT
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

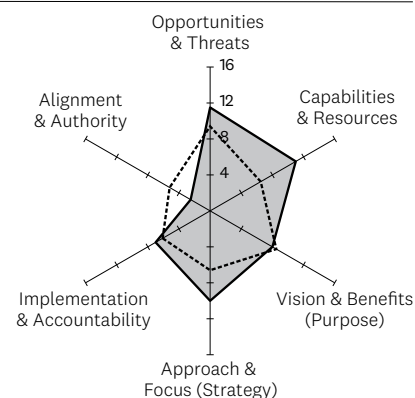
2021 Scoring

Rank:

57= out of 221 GDSs

4= out of the 18 GDSs in the Ministry for Primary Industries

5= out of the 25 GDSs in the Primary Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		50	96

Urban Design Protocol



Purpose:

'Making New Zealand towns and cities more successful through quality urban design.' (p. 5)

Strategy (to achieve the purpose):

The approach is to create a national cross-sector commitment to quality urban design; provide a national resource of tools, actions and experiences; set up partnerships between government, the private sector and professionals; and increase the awareness of quality urban design (including demonstrating its value). (p. 5)

Key data

Publication date:	March 2005
Duration:	2005–NK
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

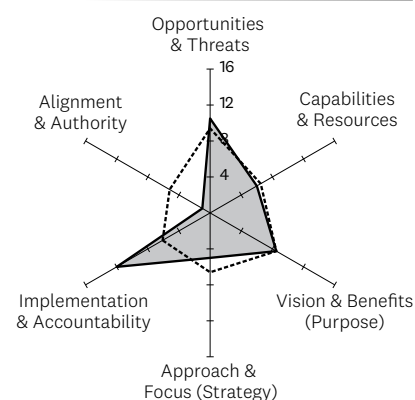
2021 Scoring

Rank:

115= out of 221 GDSs

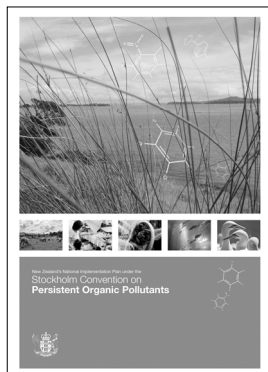
4= out of the 10 GDSs in the Ministry for the Environment

14= out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43	96

National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants



Purpose:

'[P]rotect human health and the environment from persistent organic pollutants by implementing the Stockholm Convention.'
(p. 7)

Strategy (to achieve the purpose):

The approach is to implement a detailed plan of action under each relevant article (set out in a table) that is designed to meet New Zealand's obligations under the Stockholm Convention. (pp. v–vi)

Key data

Publication date:	December 2006
Duration:	2006–2016
Number of pages:	85
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

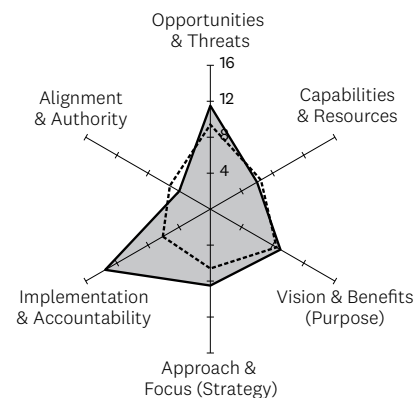
2021 Scoring

Rank:

41= out of 221 GDSs

2 out of the 10 GDSs in the Ministry for the Environment

6 out of the 25 GDSs in the Environment Sector



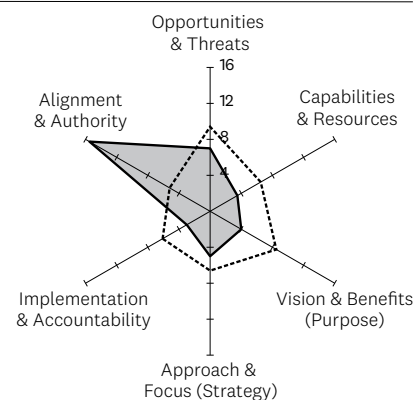
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		52.5	96

Waste Strategy

2021 Scoring

Rank:

148 out of 221 GDSs

8 out of the 10 GDSs in the
Ministry for the Environment19 out of the 25 GDSs in the
Environment Sector

Purpose:

'[M]anage and minimise waste in New Zealand.'
(p. 5)

Strategy (to achieve the purpose):

The approach is to reduce the harmful effects of waste and improve the efficiency of resource use; it notes that a change in the way we all buy and dispose of goods and services is needed and this could be done through pricing policies that reflect the full costs associated with waste. (pp. 5–6)

Key data

Publication date:	October 2010
Duration:	2010–NK
Number of pages:	16
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		38	96

Clean Healthy Air for All New Zealanders



Purpose:

'[D]eliver clean healthy air for all New Zealanders.'
(p. 1)

Strategy (to achieve the purpose):

The approach is to promote a toolkit of 'compliance activities' to assist regional councils to meet the ambient PM10 standard; it adopts a graduated approach, with activities ranging from education, assisted compliance, advice, reporting and review through to action. (pp. 20–22)

Key data

Publication date:	August 2011
Duration:	2011–NK
Number of pages:	68
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

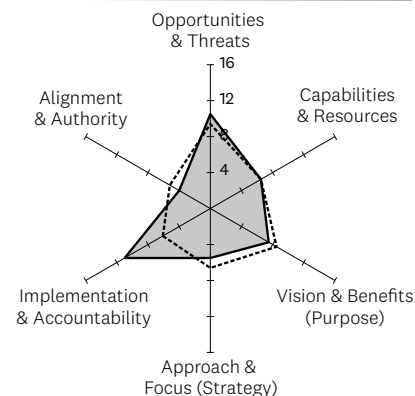
2021 Scoring

Rank:

99= out of 221 GDSs

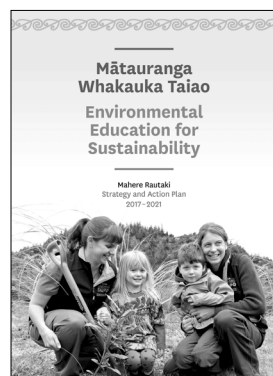
3 out of the 10 GDSs in the Ministry for the Environment

12 out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		45	96

Mātauranga Whakauka Taiao – Environmental Education for Sustainability



Purpose:

'All New Zealanders value a connection to our environment by actively working together for a sustainable future.' (p. 7)

Strategy (to achieve the purpose):

The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand's environment remains healthy and sustainable in the future. (p. 7)

Key data

Publication date:	July 2017
Duration:	2017-2021
Number of pages:	36
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Yes, p. 15
Legislation:	Not applicable

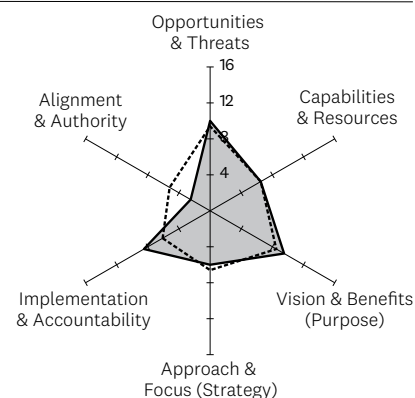
2021 Scoring

Rank:

115= out of 221 GDSs

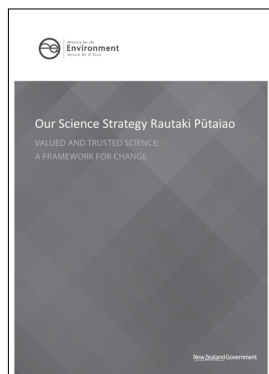
4= out of the 10 GDSs in the Ministry for the Environment

14= out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43	96

Our Science Strategy – Rautaki Pūtaiao



Purpose:

'[V]alued and trusted science for environmental stewardship.' (p. 5)

Strategy (to achieve the purpose):

The approach is to focus on four themes (people, tools and processes, collaborations, and conversations), and, where appropriate, to work directly with the Department Science Advisor, the Information Directorate and the Engagement and Procurement teams. (pp. 9–18)

Key data

Publication date:	May 2018
Duration:	2018–NK
Number of pages:	18
Signed by:	Chief Executive and other department staff
This GDS replaces:	<i>Water Research Strategy</i> (2009)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

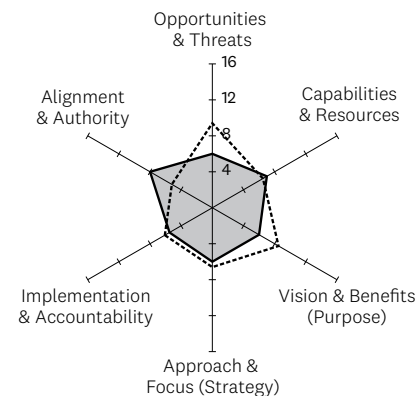
2021 Scoring

Rank:

141= out of 221 GDSs

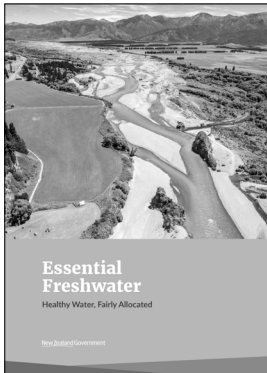
6= out of the 10 GDSs in the Ministry for the Environment

17= out of the 25 GDSs in the Environment Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	2	4
1.2 Does it identify potential threats going forward?	2	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3 Does it identify current and future resources?	1	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3 Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2 Does it identify a range of strategic options to solve the problem?	1.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	2.5	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	1.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	0	6
Total	38.5	96

Essential Freshwater



Purpose:

'Healthy water, fairly allocated.' (front cover)

Strategy (to achieve the purpose):

The approach is to implement a freshwater programme through six interrelated workstreams in partnership with the advisory network: at-risk catchments, National Policy Statement for Freshwater Management amendments, National Environmental Standard for Freshwater Management, Resource Management Act amendments, allocation of freshwater resources and the future framework. (p. 12)

Key data

Publication date:	October 2018
Duration:	2018–2020
Number of pages:	56
Signed by:	Crown only
This GDS replaces:	<i>Freshwater Reform: 2013 and Beyond</i> (2013)
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

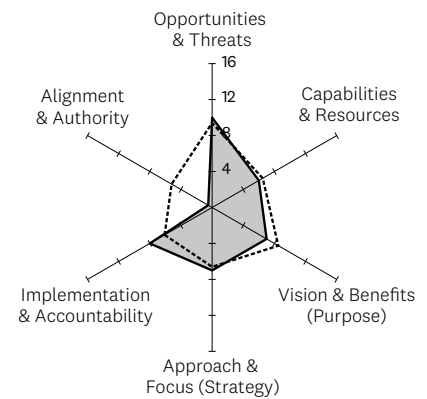
2021 Scoring

Rank:

141= out of 221 GDSs

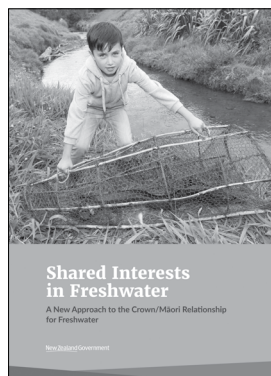
6= out of the 10 GDSs in the Ministry for the Environment

17= out of the 25 GDSs in the Environment Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		38.5	96

Shared Interests in Freshwater



Purpose:

'A New Approach to the Crown/Māori Relationship for Freshwater ... [P]rotection of customary activities (such as food gathering, access to wāhi tapu, and use of water for spiritual practices), and recognising and protecting the mauri of the water bodies.' (cover and p. 6)

Strategy (to achieve the purpose):

The approach is twofold; the first phase of engagement will focus on water quality (including amendments to the National Policy Statement for Freshwater Management and a new National Environmental Standard for Freshwater Management) and the second phase will focus on options for fair allocation of water. The Essential Freshwater companion document sets out the timeframe for the work programme, including engagement. (p. 10)

Key data

Publication date:	October 2018
Duration:	2018–NK
Number of pages:	56
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

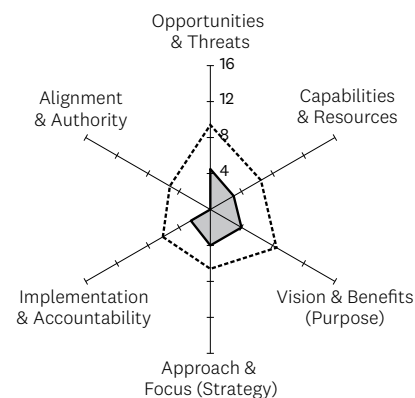
2021 Scoring

Rank:

214 out of 221 GDSs

10 out of the 10 GDSs in the Ministry for the Environment

25 out of the 25 GDSs in the Environment Sector



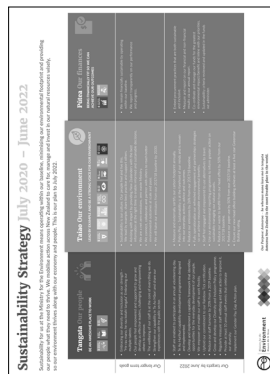
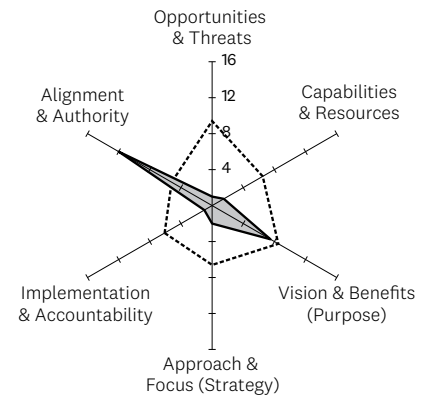
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		18	96

Sustainability Strategy

2021 Scoring

Rank:

198 out of 221 GDSs

9 out of the 10 GDSs in the
Ministry for the Environment21 out of the 25 GDSs in the
Environment Sector

Purpose:

'[O]ur environment thrives along with our economy and people.' (p. 1)

Strategy (to achieve the purpose):

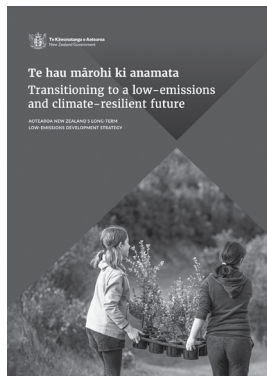
The approach is to focus on MfE's people, environment and finance and includes initiatives like implementing the Gender Pay Gap Action plan, using the environmental reporting programme to manage natural assets and applying sustainability criteria to fund management. (p. 1)

Key data

Publication date:	July 2020
Duration:	2020-2022
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1	4
1.2 Does it identify potential threats going forward?	0	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	0	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	1	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3 Does it identify current and future resources?	0.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3 Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2 Does it identify a range of strategic options to solve the problem?	0.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	0	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	1	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	6	6
Total	25	96

Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future



Purpose:

'[A] Long-term low-emissions development strategy ... Our main purpose is to urgently reduce greenhouse gas emissions and increase carbon sinks, so that we meet our domestic emissions reduction targets.' (cover and p. 9)

Strategy (to achieve the purpose):

The approach is to focus on system settings and sector plans. This strategy forms Part I of the first emissions reduction plan and sets the context for the first three emissions budgets (published in May 2022). These will provide detailed information about the steps Aotearoa will take to reduce emissions and increase carbon sinks in the first budget period (2022–25). (pp. 15, 62)

Key data

Publication date:	November 2021
Duration:	2021–2050
Number of pages:	68
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Required (see Climate Change Response Act 2002, s 5ZG) and cited in the GDS

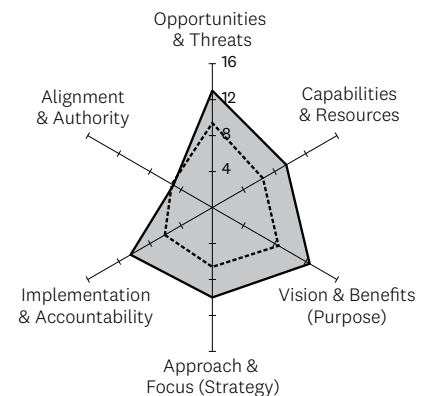
2021 Scoring

Rank:

13 out of 221 GDSs

1 out of the 10 GDSs in the Ministry for the Environment

4 out of the 25 GDSs in the Environment Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	2	4
1.2 Does it identify potential threats going forward?	4	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	3.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3 Does it identify current and future resources?	3.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3 Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2 Does it identify a range of strategic options to solve the problem?	1	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	4	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	3	4
5.2 Does it identify who will report on its progress?	3	4
5.3 Does it explain how progress will be reported and over what time frames?	2	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	3	6
Total	60.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A solid yellow circle is positioned below the number 14, partially overlapping the concentric circles.

14

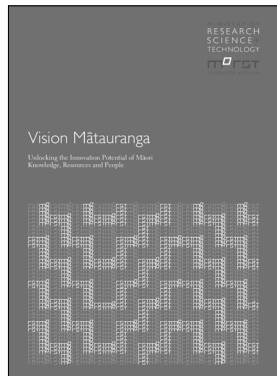
Ministry for Women—
Minitatanga mō
ngā Wāhine

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 15.

15

**Ministry of Business,
Innovation and
Employment—
Hīkina Whakatutuki**

Vision Mātauranga



Purpose:

'To unlock the innovation potential of Māori knowledge, resources and people to assist New Zealanders to create a better future.' (p. 1)

Strategy (to achieve the purpose):

The approach is to focus on four research themes: indigenous innovation (contributing to economic growth through distinctive research and development); taiao (achieving environmental sustainability through iwi and hapū relationships with land and sea); hauora/oranga (improving health and social wellbeing); and mātauranga (exploring indigenous knowledge and research, science and technology). (pp. 8–17)

Key data

Publication date:	July 2007
Duration:	2007–NK
Number of pages:	28
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

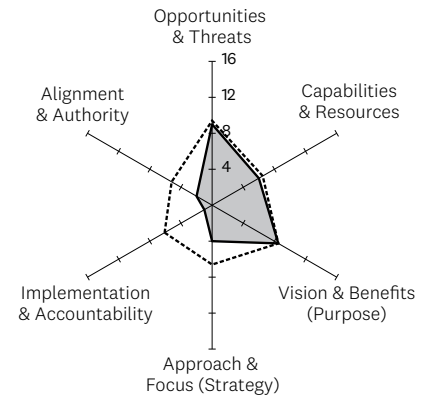
2021 Scoring

Rank:

184= out of 221 GDSs

20 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

26 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		30.5	96

Energy Strategy 2011–2021



Purpose:

‘[M]ake the most of its abundant energy potential, for the benefit of all New Zealanders ... so that:

- The economy grows, powered by secure, competitively-priced energy and increasing energy exports.*
- The environment is recognised for its importance to our New Zealand way of life.’* (p. 4)

Strategy (to achieve the purpose):

The approach is to prioritise four themes alongside a number of specific areas of focus: diverse resource development (e.g. develop renewable energy resources); environmental responsibility (e.g. reduce energy-related greenhouse gas emissions); efficient use of energy (e.g. warm, dry, energy efficient homes); and secure and affordable energy (e.g. oil security and transport). (p. 5)

Key data

Publication date:	August 2011
Duration:	2011–2021
Number of pages:	32
Signed by:	Crown only
This GDS replaces:	<i>National Energy Efficiency and Conservation Strategy (2001)</i> , originally held by MfE
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

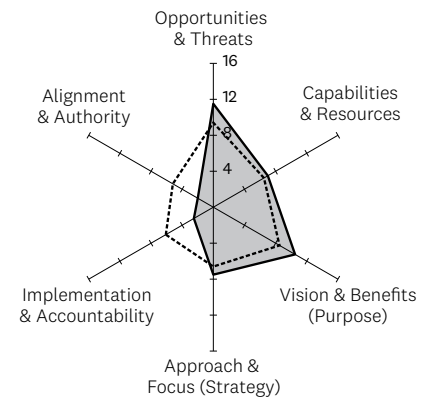
2021 Scoring

Rank:

129= out of 221 GDSs

15 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

20 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		41	96

Strategy to 2040: He kai kei aku ringa – The Crown-Māori Economic Growth Partnership



Purpose:

'[W]hānau, hapū, iwi and enterprises are actively seeking opportunities to sustainably develop their own resources (human and natural) to improve Māori economic performance.' (p. 6)

Strategy (to achieve the purpose):

The approach is three-fold: education (Government and Māori work together to consider new models of compulsory schooling that better meet Māori needs); natural resources (Government and Māori accelerate discussions on the development of natural resources); and Māori working together to drive growth (building relationships and managing logistics in export markets, particularly China). (p. 6)

Key data

Publication date:	November 2012
Duration:	2012-2040
Number of pages:	20
Signed by:	Other (not Crown or department staff)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

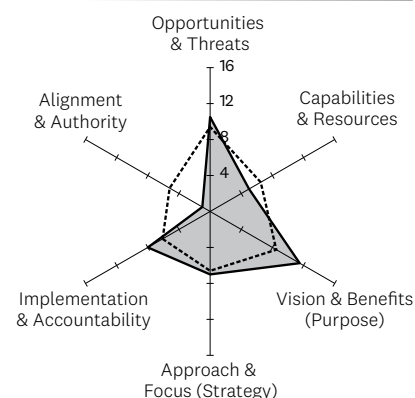
2021 Scoring

Rank:

115= out of 221 GDSs

10 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

14 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43	96

Refugee Settlement: Resettlement Strategy



Purpose:

'Refugees are participating fully and integrated socially and economically as soon as possible so that they are living independently, undertaking the same responsibilities and exercising the same rights as other New Zealanders and have a strong sense of belonging to their own community and to New Zealand.' (p. 3)

Strategy (to achieve the purpose):

The approach is in stages; only the first year is outlined. This includes putting in place measures that show whether they are making progress towards five goals, working hard to ensure the right support is available for refugees before they arrive in New Zealand and placing a strong focus on employment once they arrive. (p. 9)

Key data

Publication date:	December 2012
Duration:	2012–NK
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

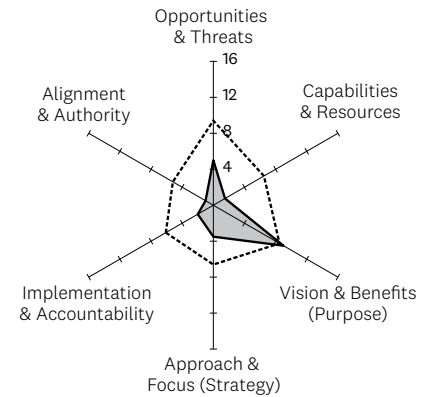
2021 Scoring

Rank:

208 out of 221 GDSs

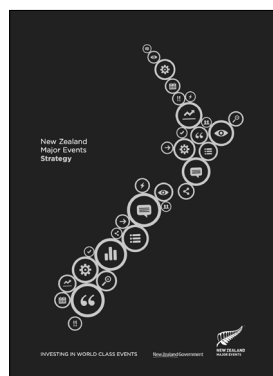
23 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

14 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		22	96

Major Events Strategy: Investing in world class events



Purpose:

'New Zealand is a world class events destination where major events generate economic, social and cultural benefits to New Zealand.' (p. 3)

Strategy (to achieve the purpose):

The approach is for government to work in partnership with the events sector, to attract and retain major events, and generate economic, social and cultural benefits for New Zealand. (p. 6)

Key data

Publication date:	2013
Duration:	2013-NK
Number of pages:	9
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

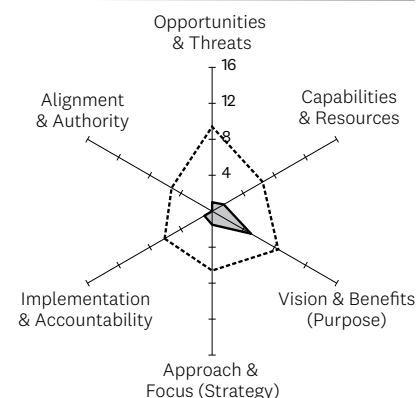
2021 Scoring

Rank:

221 out of 221 GDSs

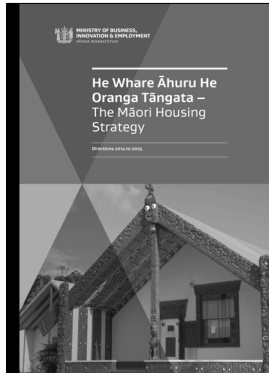
25 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

32 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	0	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		10	96

He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy



Purpose:

‘[S]upport a future where Māori are not disproportionately represented as social housing tenants, where Māori ... are able to exercise freedom of choice in terms of who their landlord might be, and ... have the opportunity to own their own homes, or to be working towards home ownership.’ (p. 5)

Strategy (to achieve the purpose):

The approach is to focus on six goals: ensuring the most vulnerable Māori have secure tenure, and access to safe, quality housing with integrated support; improving the quality of housing for Māori communities; supporting Māori and their whānau to transition to preferred housing choices; increasing the amount of social housing provided by Māori organisations; increasing housing on Māori-owned land; and increasing large-scale housing developments involving Māori organisations. (pp. 6–34)

Key data

Publication date:	July 2014
Duration:	2014–2025
Number of pages:	56
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 3, 40
Legislation:	Not applicable

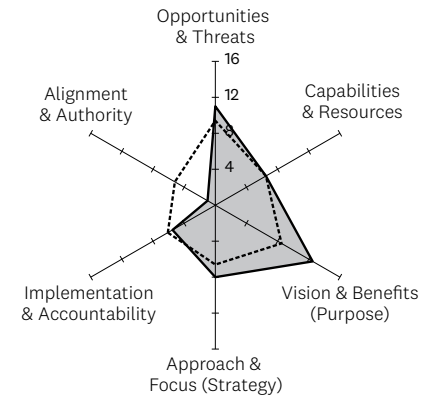
2021 Scoring

Rank:

104= out of 221 GDSs

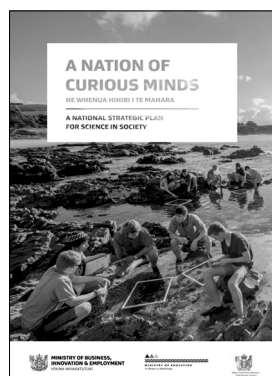
8 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

12 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		44.5	96

Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A national strategic plan for science in society



Purpose:

'Encourage and enable better engagement with science and technology in all sectors of New Zealand.' (p. 9)

Strategy (to achieve the purpose):

The approach is to focus on three strategic action areas: enhancing the role of education (e.g. stronger links between STEM educators, learners, scientists and technologists); public engaging with science (e.g. encouraging high-quality science); and the science sector engaging with the public (e.g. ensuring scientists know how to make research accessible). (pp. 23–31, 38)

Key data

Publication date:	July 2014
Duration:	2014–2024
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoE
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

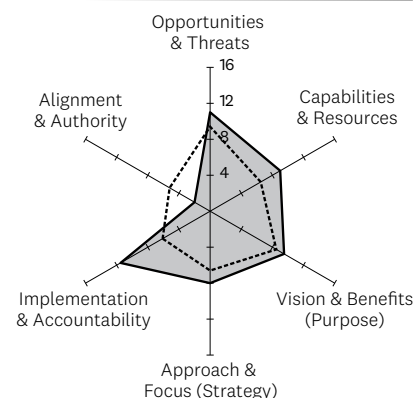
2021 Scoring

Rank:

46= out of 221 GDSs

3 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

2= out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		51	96

Pacific Economic Strategy 2015–2021



Purpose:

'[T]o provide clear direction towards how we can support Pacific people to participate and share in New Zealand's economic success.' (p. 4)

Strategy (to achieve the purpose):

The approach is to focus on five priority areas: regulation of employment practices to ensure fair and safe employment environments; linking Pacific employees with employers and employer expectations; increasing the ability of Pacific providers to engage in the social housing sector; building Pacific people's financial capability and awareness of their consumer rights; and supporting Pacific social enterprises and businesses to be sustainable. (p. 14)

Key data

Publication date:	August 2015
Duration:	2015–2021
Number of pages:	24
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 13
Legislation:	Not applicable

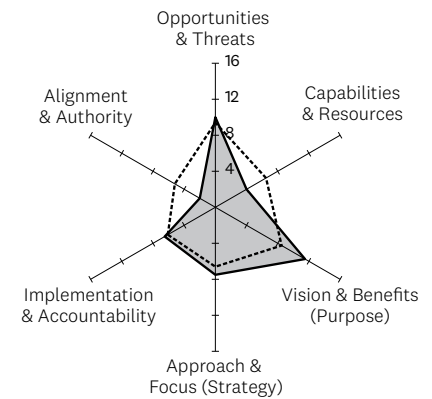
2021 Scoring

Rank:

127= out of 221 GDSs

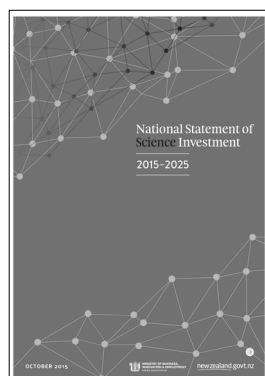
14 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

19 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		41.5	96

National Statement of Science Investment 2015–2025



Purpose:

'A highly dynamic science system that enriches New Zealand, making a more visible, measurable contribution to our productivity and wellbeing through excellent science.' (p. 7)

Strategy (to achieve the purpose):

The approach is broad (e.g. help ensure the national science challenges deliver), but contains some detail (e.g. making the contestable fund a single, more agile and responsive fund). Note: The NSSI will be refreshed every three years to reflect progress and the funding needs of the science system. (pp. 58, 64)

Key data

Publication date:	October 2015
Duration:	2015–2025
Number of pages:	66
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 7–8
Legislation:	Not applicable

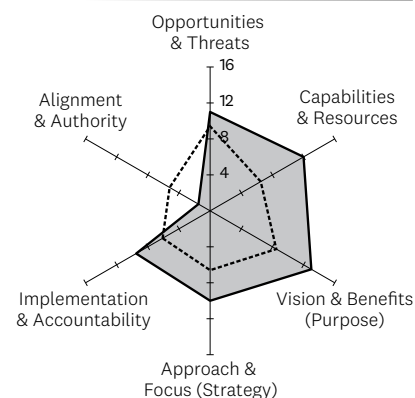
2021 Scoring

Rank:

21= out of 221 GDSs

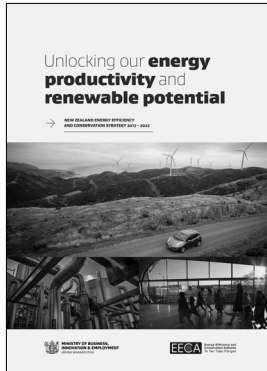
1 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

5 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		57	96

Energy Efficiency and Conservation Strategy 2017-2022



Purpose:

'[F]or New Zealand to have an energy productive and low emissions economy.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on business, individuals, households, community institutions, public sector agencies and cross-cutting actions (unlocking energy productivity and renewable potential across the economy). (pp. 16-21)

Key data

Publication date:	June 2017
Duration:	2017-2022
Number of pages:	28
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 7
Legislation:	Required (see Energy Efficiency and Conservation Act 2000, s 7(b)) and cited in the GDS

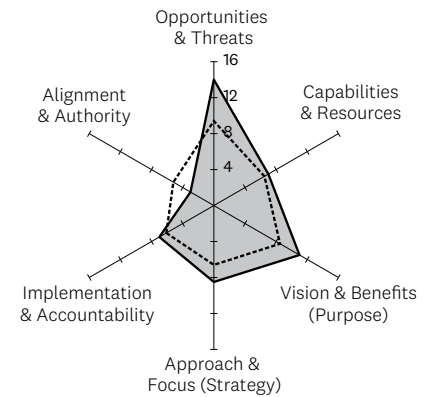
2021 Scoring

Rank:

52= out of 221 GDSs

4 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

7= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		50.5	96

Health Research Strategy 2017-2027



Purpose:

'By 2027, New Zealand will have a world-leading health research and innovation system that, through excellent research, improves the health and wellbeing of all New Zealanders.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities (and implement specific actions): invest in excellent health research; create a vibrant research environment in the health sector; build and strengthen pathways for translating research findings into policy and practice; and advance innovative ideas and commercial opportunities. (p. 10)

Key data

Publication date:	June 2017
Duration:	2017-2027
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoH
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4-5
Legislation:	Required (see Health Research Council Act 1990, s 34(2)) but not cited in the GDS

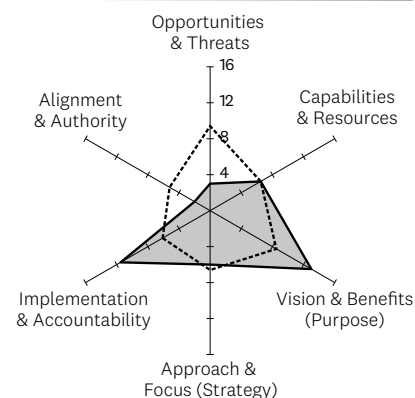
2021 Scoring

Rank:

122= out of 221 GDSs

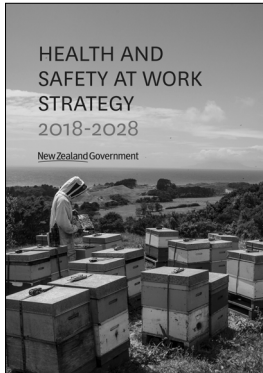
11= out of the 25 GDSs in the Ministry of Business, Innovation and Employment

16= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	4	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		42	96

Health and Safety at Work Strategy 2018–2028



Purpose:

'Work is healthy and safe for everyone in New Zealand. Everyone plays their part to manage health and safety risks effectively and proportionately.' (p. 3)

Strategy (to achieve the purpose):

The approach focuses on two goals. The first goal is to focus on what will make the biggest impact. It includes three priorities: better management of work-related health risks; businesses with greater need (including sectors with the highest harm and small business); and workers with greater need (such as Māori, Pasifika, migrant and seasonal, younger and older workers). The second goal is to build everyone's capability, with a focus on four priorities: leadership; worker engagement, representation and participation; health and safety practitioners; and data and insights. (p. 2)

Key data

Publication date:	December 2018
Duration:	2018–2028
Number of pages:	7
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Required (see Health and Safety at Work Act 2015, s 195) but not cited in the GDS

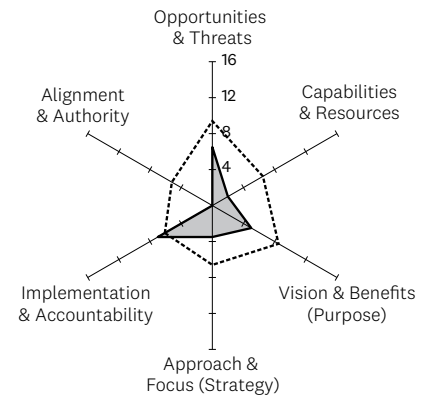
2021 Scoring

Rank:

200= out of 221 GDSs

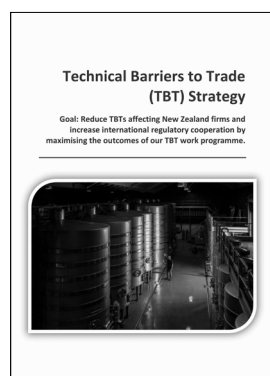
22 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

13 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		24	96

Technical Barriers to Trade (TBT) Strategy



Purpose:

'Reduce TBTs affecting New Zealand firms and increase international regulatory cooperation by maximising the outcomes of our TBT work programme.' (p. 1)

Strategy (to achieve the purpose):

The approach is to provide a more effective TBT work programme across five focus areas, such as negotiating and implementing free trade agreements and participating in the WTO TBT Committee. (pp. 10-19)

Key data

Publication date:	2018
Duration:	2018-NK
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

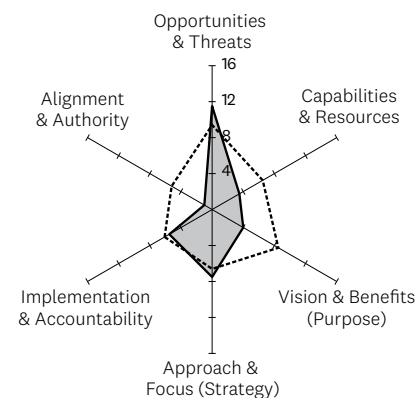
2021 Scoring

Rank:

171= out of 221 GDSs

19 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

24= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		33	96

Government Tourism Strategy



Purpose:

'[S]ustainable tourism growth.' (p. 5)

Strategy (to achieve the purpose):

The approach is to use government-led initiatives to support 17 specific workstreams across five outcomes: the economy, the environment, international and domestic visitors, New Zealanders and our communities, and regions. (pp. 7-8, 12-16)

Key data

Publication date:	May 2019
Duration:	2019-2020
Number of pages:	22
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

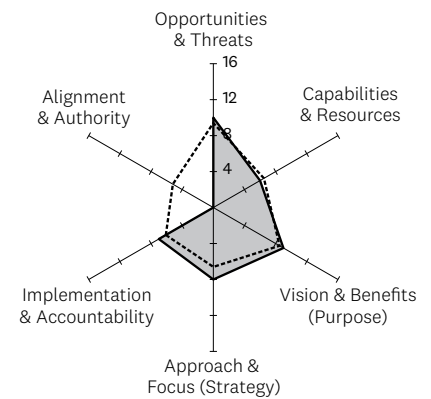
2021 Scoring

Rank:

135 out of 221 GDSs

16 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

21 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		40	96

Conformance System Strategy



Purpose:

'[S]ustain a trusted, reliable and high quality conformance system ... to protect communities and support commerce.'
[A conformance system is] 'made up of specialist organisations that check if goods and service providers conform to standards or regulations.'
 (pp. 3, 5)

Strategy (to achieve the purpose):

The approach is to focus on four areas: organisational performance and governance, regulatory quality and practice, partnerships for skills and value, and international connections.
 (pp. 6-7)

Key data

Publication date:	July 2019
Duration:	2019-2022
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

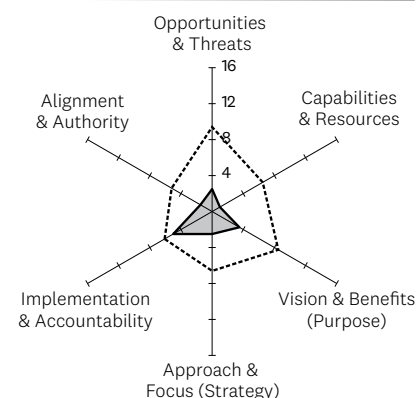
2021 Scoring

Rank:

216 out of 221 GDSs

24 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

30 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	1	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		16	96

Small Business Strategy



Purpose:

'[Empower] small businesses to aspire, succeed and thrive.' (p. 15)

Strategy (to achieve the purpose):

The approach is for the Small Business Council to implement 20 recommendations, such as reviewing the Regional Business Partner Network and establishing a Tax Advocacy Service to assist small businesses in disputes with Inland Revenue. (p. 5)

Key data

Publication date:	July 2019
Duration:	2019-2029
Number of pages:	30
Signed by:	Other (not Crown or department staff)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

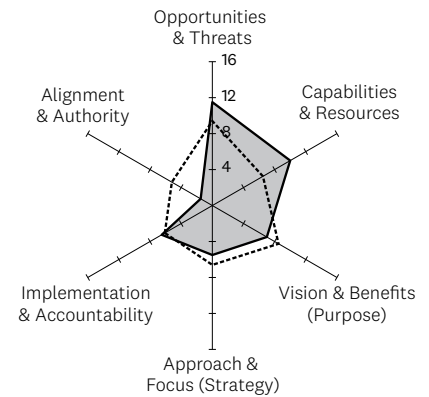
2021 Scoring

Rank:

122= out of 221 GDSs

11= out of the 25 GDSs in the Ministry of Business, Innovation and Employment

16= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		42	96

Our Employment Strategy



Purpose:

'[S]upport New Zealand to become a productive, sustainable and inclusive economy that raises the wellbeing of all New Zealanders.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on groups experiencing poor employment outcomes, by outlining population-focused action plans to seize opportunities and reduce inequities. (p. 4)

Key data

Publication date:	August 2019
Duration:	2019–NK
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

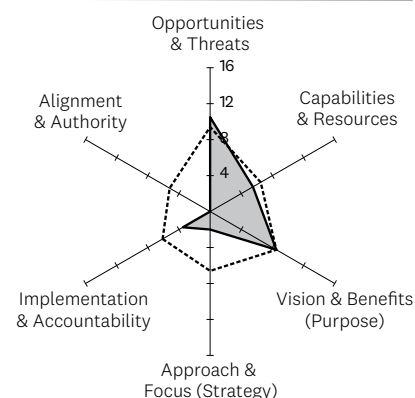
2021 Scoring

Rank:

186= out of 221 GDSs

21 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

27 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		30	96

Economic Plan for a Productive, Sustainable and Inclusive Economy



Purpose:

'[B]uild a productive, sustainable and inclusive economy to improve the wellbeing and living standards of all New Zealanders.' (pp. 6-7)

Strategy (to achieve the purpose):

The approach is to undertake numerous actions that take advantage of eight key economic shifts. Outcomes include thriving and dynamic small, medium and large enterprises and regions are connected and equipped with modern and resilient infrastructure. (pp. 6-7)

Key data

Publication date:	September 2019
Duration:	2019-2050
Number of pages:	32
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 6-7
Legislation:	Not applicable

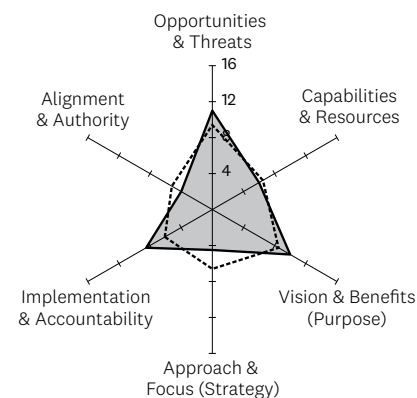
2021 Scoring

Rank:

106= out of 221 GDSs

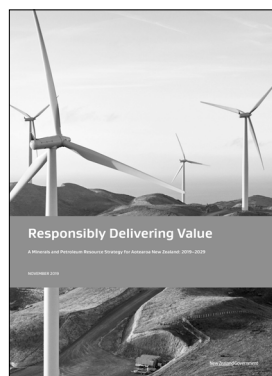
9 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

13 out of the 32 GDSs in the Economic Development and Infrastructure Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	3	4
1.2 Does it identify potential threats going forward?	2	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3 Does it identify current and future resources?	2	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3 Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2 Does it identify a range of strategic options to solve the problem?	1	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	3	4
5.2 Does it identify who will report on its progress?	2	4
5.3 Does it explain how progress will be reported and over what time frames?	3.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	3	6
Total	44	96

Responsibly Delivering Value: A Minerals and Petroleum Resource Strategy for Aotearoa New Zealand 2019–2029



Purpose:

'A world-leading environmentally and socially responsible minerals and petroleum sector that delivers affordable and secure resources, for the benefit of current and future New Zealanders.' (p. 25)

Strategy (to achieve the purpose):

The approach is to focus on six action areas across the minerals and petroleum industry, including modernising the Crown Minerals Act and improving industry compliance, to produce a more inclusive, sustainable and productive economy. (p. 9)

Key data

Publication date:	November 2019
Duration:	2019–2029
Number of pages:	50
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 9, 21
Legislation:	Not applicable

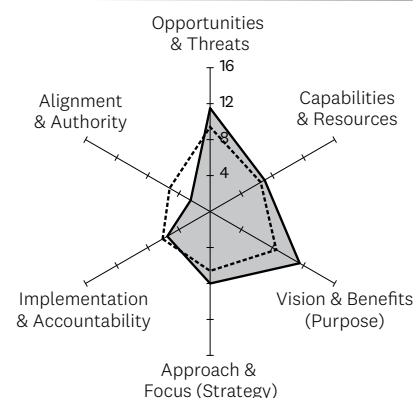
2021 Scoring

Rank:

94= out of 221 GDSs

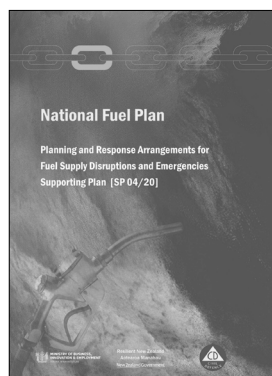
7 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

11 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		46	96

National Fuel Plan



Purpose:

'[M]inimise the effects of a fuel supply disruption on New Zealand, whatever the cause.' (p. 2)

Strategy (to achieve the purpose):

The approach is to agree communication and coordination arrangements, and regional fuel supply arrangements, between government agencies, Civil Defence Emergency Management (CDEM) groups and fuel sector organisations. (p. 2)

Key data

Publication date:	March 2020
Duration:	2020-NK
Number of pages:	70
Signed by:	Department staff (other than CE) only
This GDS replaces:	<i>Oil Emergency Response Strategy (2008)</i>
Jointly held with:	DPMC
Transferred from:	Not applicable
Strategy map	Not found
Legislation:	Not applicable

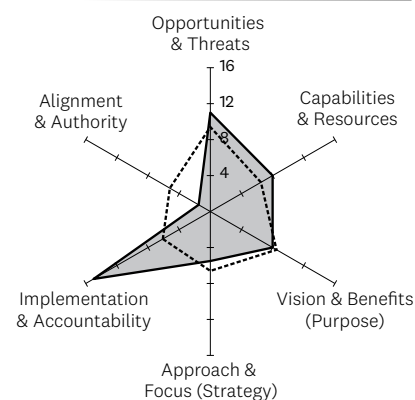
2021 Scoring

Rank:

65= out of 221 GDSs

6 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

10 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	4	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	4	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		49	96

Agritech Industry Transformation Plan



Purpose:

'A globally competitive agritech ecosystem, producing ingenious value-adding companies that provide meaningful jobs, solving New Zealand and the world's sustainability problems.' (p. 24)

Strategy (to achieve the purpose):

The approach is to implement a set of investment actions across six workstreams; this includes exploring the development of a robotics, automation and sensing institute and a Farm2050 initiative. (pp. 33–34)

Key data

Publication date:	July 2020
Duration:	2020–NK
Number of pages:	54
Signed by:	Crown and staff
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

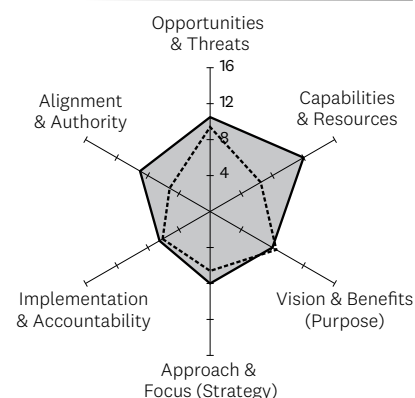
2021 Scoring

Rank:

33 out of 221 GDSs

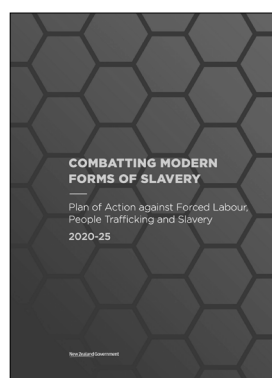
2 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

6 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		54	96

Combating Modern Forms of Slavery 2020-25



Purpose:

'[T]o ensure that people are not exploited, either in New Zealand or overseas. We will continue to work together ... to eliminate forced labour, people trafficking and slavery.' (foreword)

Strategy (to achieve the purpose):

The approach is to strengthen three main objectives (prevention, protection and enforcement), and provide an updated framework outlining the actions and responsibilities of the relevant entities. (foreword)

Key data

Publication date:	December 2020
Duration:	2020-2025
Number of pages:	29
Signed by:	Crown only
This GDS replaces:	<i>Plan of Action to Prevent People Trafficking (2009)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

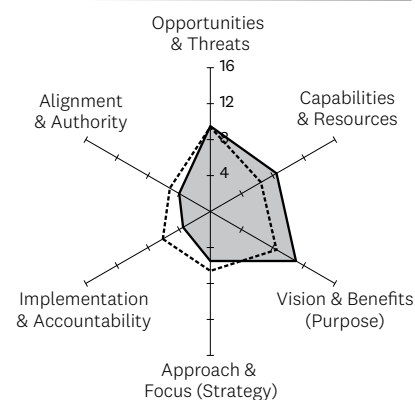
2021 Scoring

Rank:

122= out of 221 GDSs

11= out of the 25 GDSs in the Ministry of Business, Innovation and Employment

16= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	4	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		42	96

Building for the Future: Building System Regulatory Strategy



Purpose:

'High-performing building regulation supporting better buildings for New Zealanders.' (p. 6)

Strategy (to achieve the purpose):

The approach is for MBIE to act as the central regulator, focusing on four interconnected building regulation focus areas, leveraging tools such as laws, compliance, enforcement and partnerships. (p. 8)

Key data

Publication date:	December 2020
Duration:	2020–2035
Number of pages:	21
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

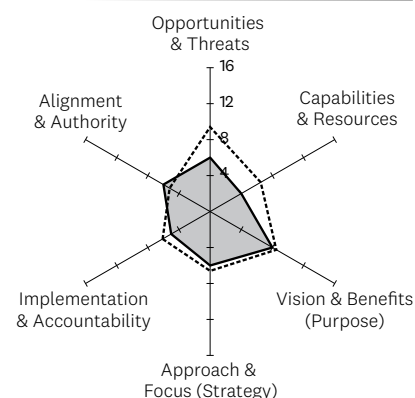
2021 Scoring

Rank:

164 out of 221 GDSs

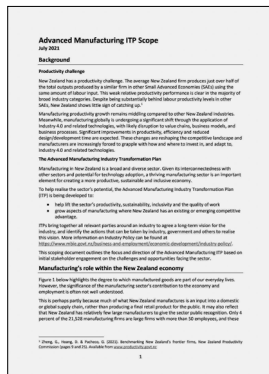
18 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

23 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		35	96

Advanced Manufacturing ITP Scope



Purpose:

'[T]o address the challenges and exploit the opportunities ... so the sector can be more productive ... mov[ing] from volume to value, and improv[ing] international competitiveness.' (p. 3)

Strategy (to achieve the purpose):

The approach is to achieve this through growing and upskilling the workforce, developing markets, and building on emerging and existing competitive advantages. (pp. 3–5)

Key data

Publication date:	July 2021
Duration:	2021–NK
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	<i>From the Knowledge Wave to the Digital Age – Mai I Te Ao Mātauranga Ki Te Ao Matihiko Nei</i> (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

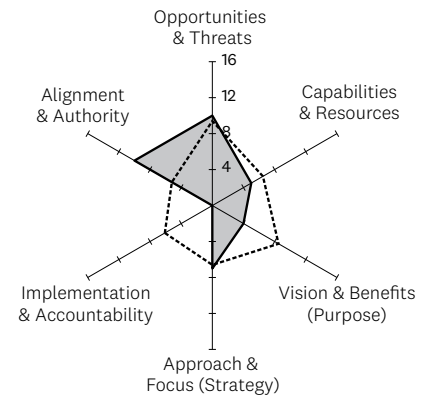
2021 Scoring

Rank:

153= out of 221 GDSs

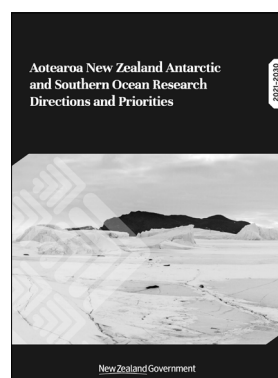
17 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

22 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		36	96

Antarctic and Southern Ocean Research Directions and Priorities 2021–2030



Purpose:

'Excellent and impactful science that addresses the urgent need to understand the role of Antarctica and the Southern Ocean in a globally-connected and rapidly changing environment and supports Aotearoa New Zealand's commitment to protecting Antarctica and the Southern Ocean.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

Key data

Publication date:	December 2021
Duration:	2021–2030
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	<i>Antarctic and Southern Ocean Science</i> (2011)
Jointly held with:	LINZ, MPI and MFAT
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

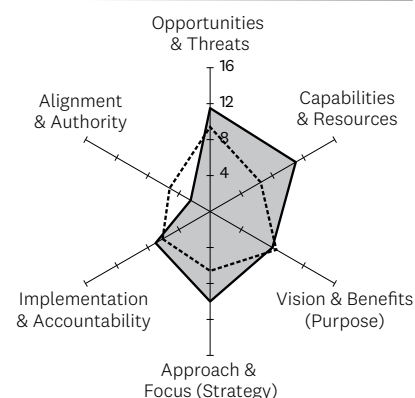
2021 Scoring

Rank:

57= out of 221 GDSs

5 out of the 25 GDSs in the Ministry of Business, Innovation and Employment

9 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		50	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 16.

16

Ministry of Defence—
Manatū Kaupapa
Waonga

Defence White Paper 2016

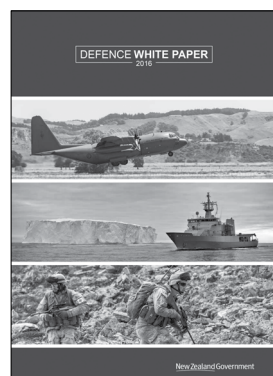
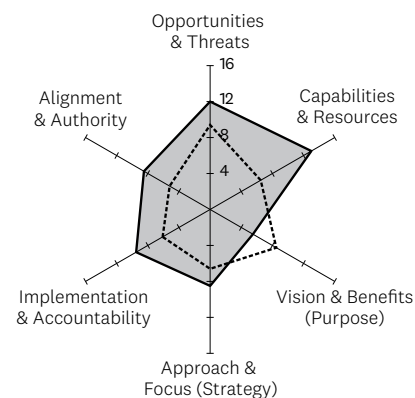
2021 Scoring

Rank:

21= out of 221 GDSs

1 out of the 3 GDSs in the Ministry of Defence

1 out of the 16 GDSs in the External Sector



Purpose:

'[P]rotect and advance our national security interests in New Zealand, the South Pacific and around the world. The protection of Southern Ocean resources and supporting our civilian presence in Antarctica.' (p. 5)

Strategy (to achieve the purpose):

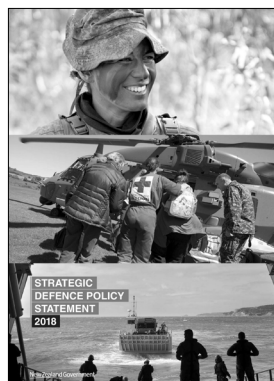
The approach is to focus on priority areas such as generating a skilled, diverse and sustainable workforce, managing their overall affordability and partnering with industry. (pp. 55–69)

Key data

Publication date:	June 2016
Duration:	2016–2030
Number of pages:	88
Signed by:	Crown only
This GDS replaces:	Defence White Paper (2010)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		57	96

Strategic Defence Policy Statement 2018



Purpose:

'Supports New Zealand's community and environmental wellbeing and resilience ... Promotes a safe, secure, and resilient New Zealand, including on its borders and approaches ... Contributes to the maintenance of the international rules-based order.' (p. 6)

Strategy (to achieve the purpose):

The approach is to undertake a number of diverse initiatives, including establishing the infrastructure for a new Strategic Bearer Network that will provide satellite communications support, and building enhanced cyber protection and support capability. (p. 36)

Key data

Publication date:	July 2018
Duration:	2018–NK
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

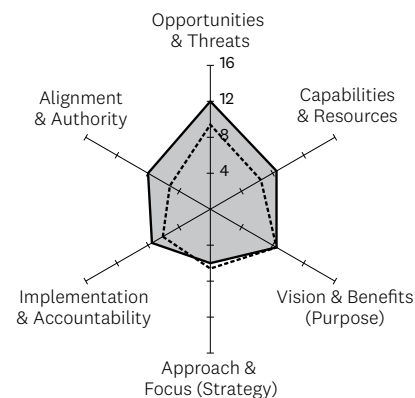
2021 Scoring

Rank:

52= out of 221 GDSs

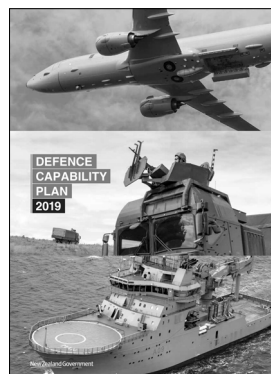
3 out of the 3 GDSs in the Ministry of Defence

4 out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		50.5	96

Defence Capability Plan 2019



Purpose:

'[P]rovides a vision for the capabilities that will deliver on the Policy Statement [2018], and for an enhanced and sustainable Defence Force.' (p. 3)

Strategy (to achieve the purpose):

The approach is to provide an indicative investment plan for Defence Force capabilities to 2030, including planned investments in air, maritime, land and information capabilities. (p. 3)

Key data

Publication date:	June 2019
Duration:	2019–2030
Number of pages:	44
Signed by:	Crown only
This GDS replaces:	Defence Capability Plan (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

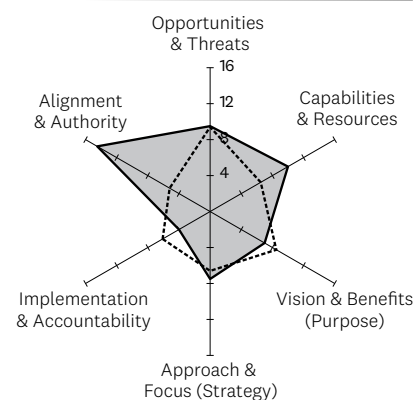
2021 Scoring

Rank:

41= out of 221 GDSs

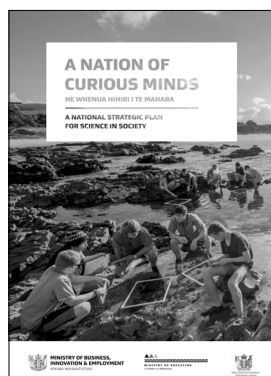
2 out of the 3 GDSs in the Ministry of Defence

3 out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	3.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		52.5	96

Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A national strategic plan for science in society



Purpose:

‘Encourage and enable better engagement with science and technology in all sectors of New Zealand.’ (p. 9)

Strategy (to achieve the purpose):

The approach is to focus on three strategic action areas: enhancing the role of education (e.g. stronger links between STEM educators, learners, scientists and technologists); public engaging with science (e.g. encouraging high-quality science); and the science Sector engaging with the public (e.g. ensuring scientists know how to make research accessible). (pp. 23–31, 38)

Key data

Publication date:	July 2014
Duration:	2014–2024
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

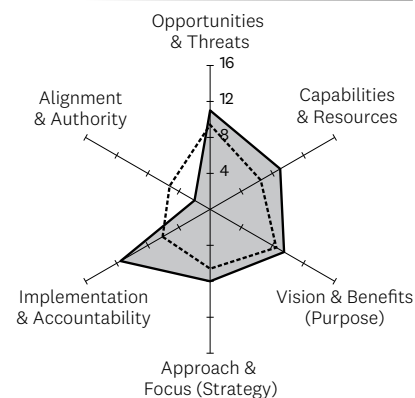
2021 Scoring

Rank:

46= out of 221 GDSs

2 out of the 10 GDSs in the Ministry of Education

2= out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		51	96

International Student Wellbeing Strategy



Purpose:

'International students feel welcome, safe and well, enjoy a high quality education and are valued for their contribution to New Zealand.' (p. 4)

Strategy (to achieve the purpose):

The approach is to support international students by increasing their safety, both culturally and economically. Examples include ensuring students have access to safe and reliable transport and access to information about social, cultural and religious services. (p. 7)

Key data

Publication date:	June 2017
Duration:	2017-NK
Number of pages:	12
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 7
Legislation:	Not applicable

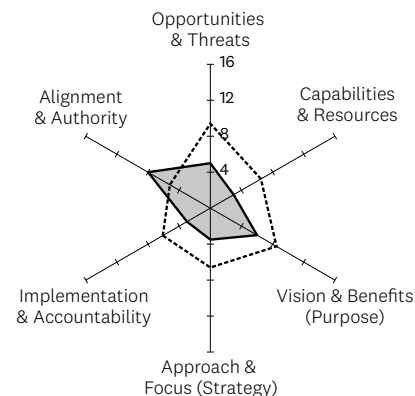
2021 Scoring

Rank:

192 out of 221 GDSs

9 out of the 10 GDSs in the Ministry of Education

10 out of the 14 GDSs in the Education and Workforce Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1	4
1.2 Does it identify potential threats going forward?	1.5	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	2.5	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	1.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3 Does it identify current and future resources?	1.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3 Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2 Does it identify a range of strategic options to solve the problem?	0.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	1.5	4
5.2 Does it identify who will report on its progress?	0.5	4
5.3 Does it explain how progress will be reported and over what time frames?	1	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	6	6
Total	28.5	96

International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030



Purpose:

‘A thriving and globally connected New Zealand through world-class international education.’
(p. 2)

Strategy (to achieve the purpose):

The strategy takes a cross-agency approach to improving international students' education in Aotearoa New Zealand by focusing on sustainable growth, embracing global perspectives, and offering excellent education opportunities. (pp. 7, 9)

Key data

Publication date:	August 2018
Duration:	2018–2030
Number of pages:	28
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	‘May issue’ a strategy (see Education and Training Act 2020, s 8(1)) but not cited in the GDS

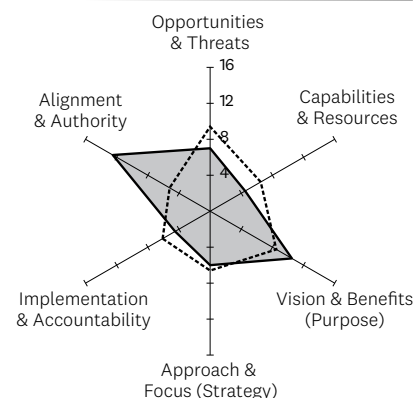
2021 Scoring

Rank:

99= out of 221 GDSs

5 out of the 10 GDSs in the Ministry of Education

6 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		45	96

Learning Support Action Plan 2019–2025



Purpose:

'[A]n inclusive education system where every child feels a sense of belonging, is present, makes progress, where their wellbeing is safeguarded and promoted, where learning is a lifelong journey, and where children and young people with learning support needs get the right support at the right time.' (p. 4)

Strategy (to achieve the purpose):

The approach is to target specialist learners' educational needs through six priority areas, such as introducing Learning Support Coordinators in schools and kura, screening to enable teachers and other educators to identify and respond to children's learning support needs earlier and strengthening early intervention. (p. 6)

Key data

Publication date:	July 2019
Duration:	2019–2025
Number of pages:	48
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 14–15
Legislation:	Not applicable

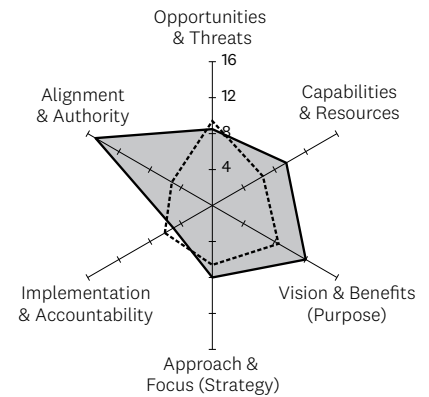
2021 Scoring

Rank:

17= out of 221 GDSs

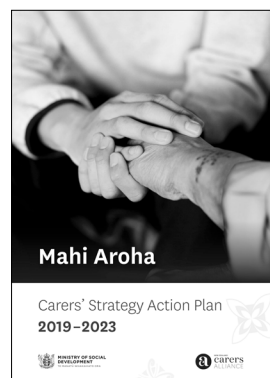
1 out of the 10 GDSs in the Ministry of Education

1 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		58	96

Mahi Aroha: Carers' Strategy Action Plan 2019–2023



Purpose:

'An action plan that recognises, values, and supports carers is an investment in New Zealand's future.' (p. 6)

Strategy (to achieve the purpose):

The approach is to address key priorities identified by carers and the Government, by creating and implementing five-year action plans. The ongoing issues include the need for respite, support when things are not going well, assistance with the increasing financial pressures of caring, and a desire for greater carer choice and flexibility. (p. 6)

Key data

Publication date:	December 2019
Duration:	2019–2023
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoH, MSD, OT and TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

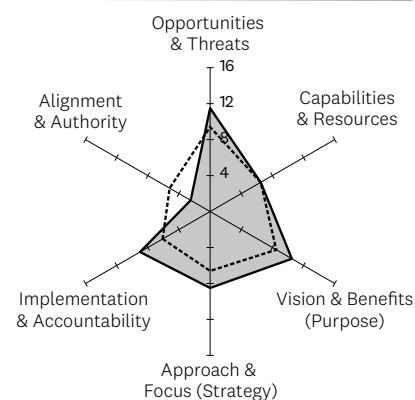
2021 Scoring

Rank:

71= out of 221 GDSs

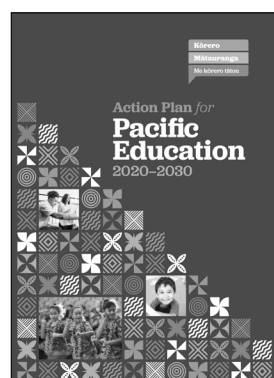
4 out of the 10 GDSs in the Ministry of Education

5 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

Action Plan for Pacific Education 2020–2030



Purpose:

'[D]iverse Pacific learners and families are safe, valued and equipped to achieve their education aspirations.' (p. 4)

Strategy (to achieve the purpose):

The approach is to focus on five key education system shifts over the next 10 years, such as the Talanoa Ako app (available in 10 Pacific languages and audio), and committing to professional learning and development around culturally sustaining and culturally responsive practices. (pp. 10–11)

Key data

Publication date:	July 2020
Duration:	2020–2030
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

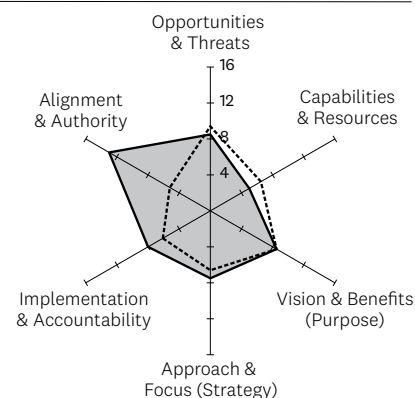
2021 Scoring

Rank:

52= out of 221 GDSs

3 out of the 10 GDSs in the Ministry of Education

4 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		50.5	96

Te Rautaki Mātauranga Māori – The Māori Education Strategy



Purpose:

‘Māori are enjoying and achieving education success as Māori, as they develop the skills to participate in te ao Māori, Aotearoa and the wider world.’ (p. 5)

Strategy (to achieve the purpose):

The approach is to provide an organising framework to prioritise cross-agency actions focused on achieving educational success for Māori over the long term. (p. 5)

Key data

Publication date:	July 2020
Duration:	2020–2050
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

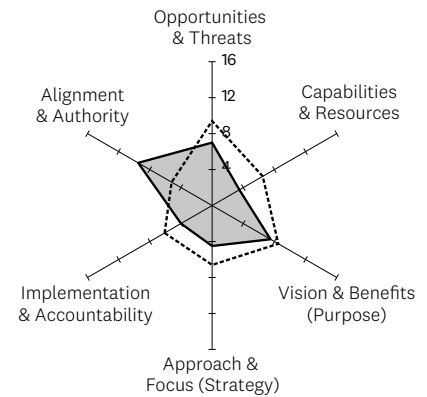
2021 Scoring

Rank:

153= out of 221 GDSs

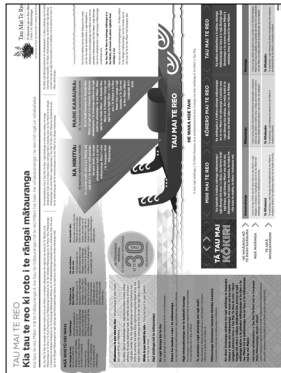
7 out of the 10 GDSs in the Ministry of Education

8 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		36	96

Te Rautaki mā te Reo Māori i roto i te Mātauranga – The Māori language in education strategy



Purpose:

'Growing te reo Māori through education & growing education through te reo Māori to protect and promote the Māori language for future generations.' (p. 3)

Strategy (to achieve the purpose):

The approach is to focus on a range of ideas such as stimulating demand among learners and whānau for Māori language in education, and ensuring that learners can access Māori language in education. (p. 4)

Key data

Publication date:	July 2020
Duration:	2020–2040
Number of pages:	4
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

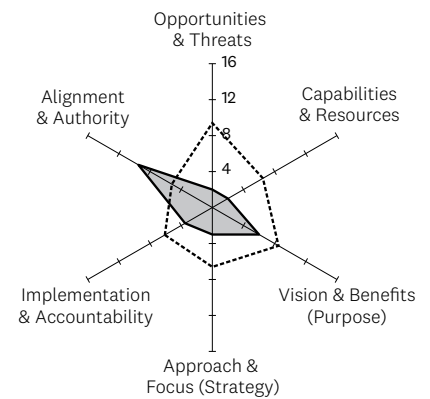
2021 Scoring

Rank:

195 out of 221 GDSs

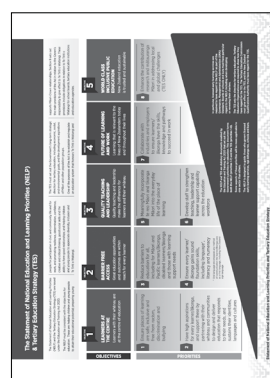
10 out of the 10 GDSs in the Ministry of Education

12 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	0	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		26	96

Statement of National Education and Learning Priorities



Purpose:

'[H]elping children and young people to attain their educational potential; preparing young people for participation in civic and community life and for work, and promoting resilience, determination, confidence, creative and critical thinking, good social skills and the ability to form good relationships; [and appreciate] ... Te Tiriti o Waitangi.' (p. 1)

Strategy (to achieve the purpose):

The approach focuses on seven priority areas: ensure places of learning are safe and inclusive; have high aspirations for every learner and support these aspirations; reduce barriers to education for all; ensure all learners have a strong foundation in literacy, language and numeracy; incorporate tikanga Māori and te reo Māori; strengthen staff teaching and leadership capabilities to support diverse students; and collaborate with partners to support learners on their journey from education to work. (p. 3)

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

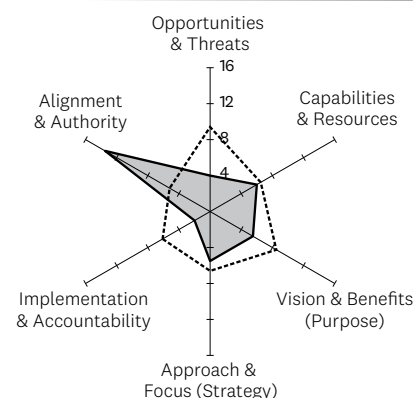
2021 Scoring

Rank:

150= out of 221 GDSs

6 out of the 10 GDSs in the Ministry of Education

7 out of the 14 GDSs in the Education and Workforce Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		36.5	96

Tertiary Education Strategy

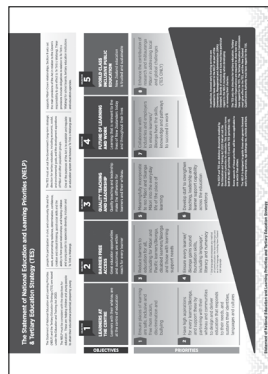
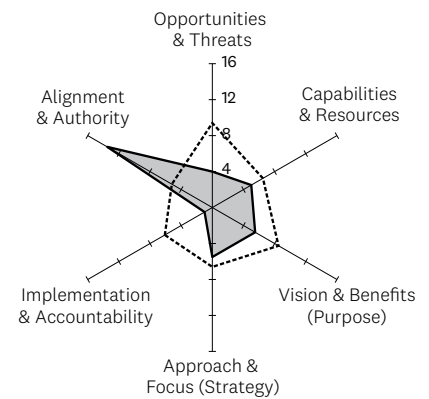
2021 Scoring

Rank:

165= out of 221 GDSs

8 out of the 10 GDSs in the Ministry of Education

9 out of the 14 GDSs in the Education and Workforce Sector



Purpose:

Sets out the 'long-term strategic direction for tertiary education, including economic, social, and environmental goals, and the development aspirations of Māori and other population groups'. (p. 1)

Strategy (to achieve the purpose):

The approach focuses on eight priority areas to support tertiary students: ensure places of learning are safe and inclusive; have high aspirations for every learner and support these aspirations; reduce barriers to education for all; ensure all learners have a strong foundation in literacy, language and numeracy; incorporate tikanga Māori and te reo Māori; strengthen staff teaching and leadership capabilities to support diverse students; collaborate with partners to support learners on their journey from education to work; and enhance the contribution of research and mātauranga Māori in addressing local and global challenges. (p. 3)

Key data

Publication date:	November 2020
Duration:	2020-NK
Number of pages:	3
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 1
Legislation:	Required (see Education and Training Act 2020, s 7) and cited in the GDS

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		34.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 18.

18

Ministry of Foreign
Affairs and Trade—
Manatū Aorere

Opening Doors to China: New Zealand's 2015 Vision



Purpose:

'New Zealand and China have strong and resilient economic, political and people-to-people relationships which have stimulated New Zealand's innovation, learning and economic growth.' (p. 15)

Strategy (to achieve the purpose):

The approach is to focus on initiatives such as growing the existing base of China-ready exporters, targeting priority sectors, building on the China high-growth companies project, and representing New Zealand business in China. (pp. 20–21)

Key data

Publication date:	February 2012
Duration:	2012–2015
Number of pages:	23
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

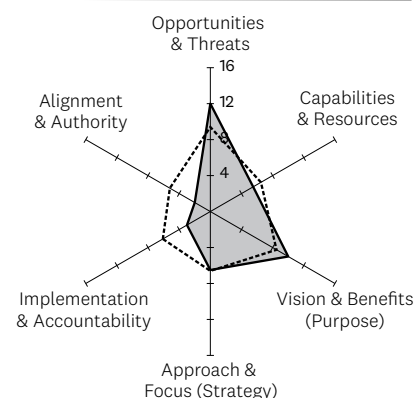
2021 Scoring

Rank:

138= out of 221 GDSs

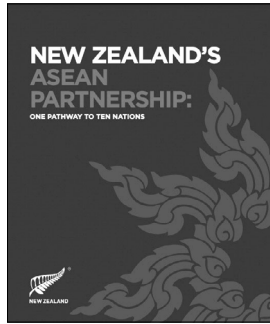
4 out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

8 out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		39	96

ASEAN Partnership: One Pathway to Ten Nations



Purpose:

'Becoming better connected and more influential in ASEAN countries ... Becoming better integrated with the ASEAN Community ... Boosting investment and trade and economic returns from the region.' (p. 9)

Strategy (to achieve the purpose):

The approach includes careful targeting of efforts in key sectors, agile engagement with regional partners and well-pitched messaging to highlight the benefits of regional trade. (p. 9)

Key data

Publication date:	July 2013
Duration:	2013-2017
Number of pages:	11
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

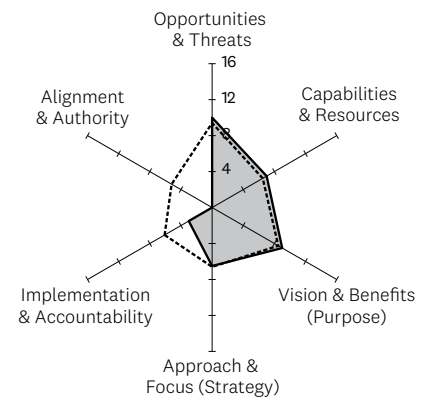
2021 Scoring

Rank:

162= out of 221 GDSs

5= out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

9= out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		35.5	96

Advancing with Australia: New Zealand Inc Australia strategy



Purpose:

'The Australia Strategy sets out the vision that New Zealand realises the full potential of its unique relationship with Australia, building a stronger future together.' (p. 3)

Strategy (to achieve the purpose):

The approach is to focus on a programme of action that includes six goals, covering the political, security, trade, investment, science and innovation, and economic integration aspects of New Zealand's relationship with Australia. (p. 3)

Key data

Publication date:	2013
Duration:	2013–NK
Number of pages:	11
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

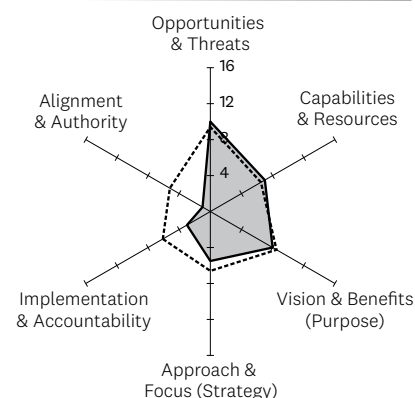
2021 Scoring

Rank:

165= out of 221 GDSs

7= out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

11= out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		34.5	96

Our People Strategy



Purpose:

'A happy, healthy and high-performing community, for all [in MFAT].' (p. 7)

Strategy (to achieve the purpose):

The approach is to support people at all stages of their career, including being committed to providing honest and constructive feedback. (p. 5)

Key data

Publication date:	July 2017
Duration:	2017-2021
Number of pages:	36
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

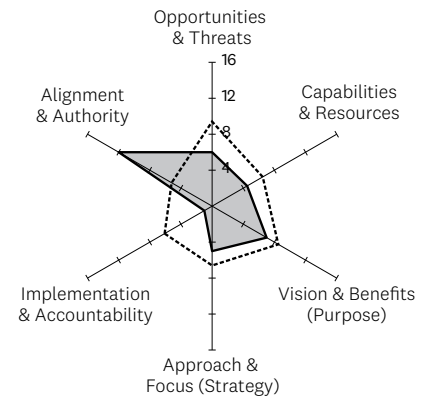
2021 Scoring

Rank:

162= out of 221 GDSs

5= out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

9= out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		35.5	96

Diversity and Inclusion Strategy 2018–2028



Purpose:

'We aspire to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. This means that our staff reflect the diversity of New Zealand and the countries we work in, and that the contributions of staff with diverse backgrounds, experiences, skills and perspectives are valued and respected.' (p. 3)

Strategy (to achieve the purpose):

The approach is to attract, retain and develop diverse staff so diversity initiatives are supported and MFAT reflects the demographic composition of New Zealand's population. (pp. 3, 15, 25)

Key data

Publication date:	June 2018
Duration:	2018–2028
Number of pages:	21
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

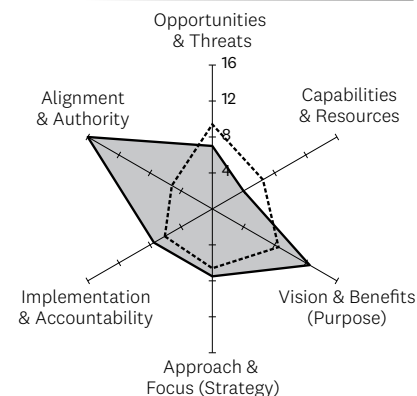
2021 Scoring

Rank:

31= out of 221 GDSs

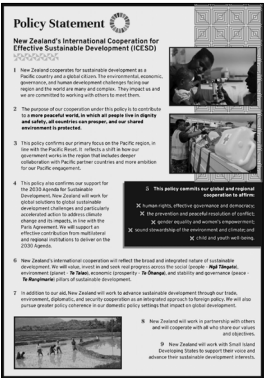
1 out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

2 out of the 16 GDSs in the External Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	2.5	4
1.2 Does it identify potential threats going forward?	1	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3 Does it identify current and future resources?	0.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	5.5	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3 Does it describe how success will be measured and over what time frame?	4	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2 Does it identify a range of strategic options to solve the problem?	2.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	2.5	4
5.2 Does it identify who will report on its progress?	1.5	4
5.3 Does it explain how progress will be reported and over what time frames?	3	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	6	6
Total	54.5	96

International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]



Purpose:

‘[C]ontribute to a more peaceful world, in which all people live in dignity and safety, all countries can prosper, and our shared environment is protected.’ (p. 1)

Strategy (to achieve the purpose):

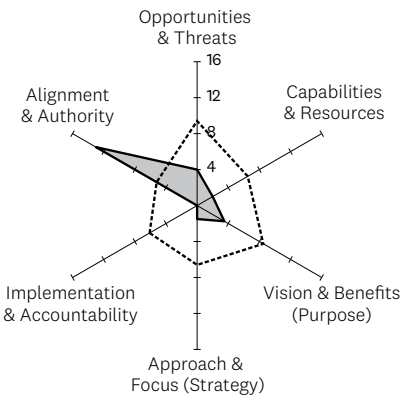
The approach aims to integrate environmental, diplomatic, trade, and security cooperation through MFAT’s policy goals. (p. 1)

Key data

Publication date:	November 2019
Duration:	2019–2030
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

Rank:
200= out of 221 GDSs
11 out of the 12 GDSs in the Ministry of Foreign Affairs and Trade
15 out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department’s SOI?	6	6
6.3	Does it align with its department’s annual report?	6	6
Total		24	96

India – New Zealand 2025: Investing in the Relationship



Purpose:

'A relationship based on mutual trust that advances our shared interests ... New Zealanders have improved capability for engaging with India ... Goods and services trade grows for shared prosperity ... New Zealand's value proposition is known and understood ... Stronger and broader sporting and cultural connections between New Zealand and India.' (pp. 3, 5, 7, 9, 11, 13)

Strategy (to achieve the purpose):

The approach is to strengthen Aotearoa New Zealand–Indian relationships through political, cultural, economic and diplomatic engagement. (p. 2)

Key data

Publication date:	February 2020
Duration:	2020–2025
Number of pages:	11
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

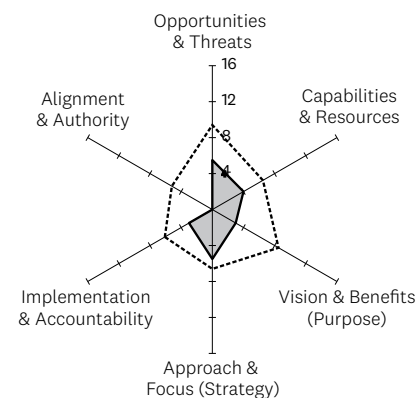
2021 Scoring

Rank:

209= out of 221 GDSs

12 out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

16 out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		21	96

Trade Recovery Strategy

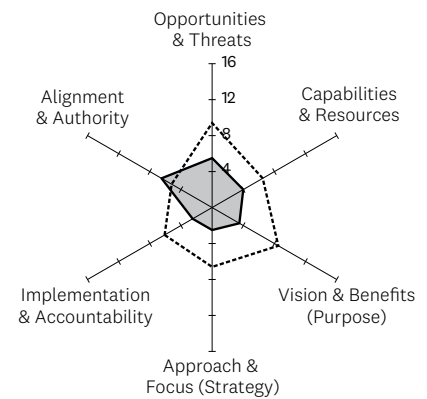
2021 Scoring

Rank:

199 out of 221 GDSs

10 out of the 12 GDSs in the
Ministry of Foreign Affairs
and Trade

14 out of the 16 GDSs in the
External Sector



Purpose:

'[P]ut New Zealand in the best possible position to recover from the impacts of COVID-19, and to seize new opportunities for exports and investment.'
(p. 1)

Strategy (to achieve the purpose):

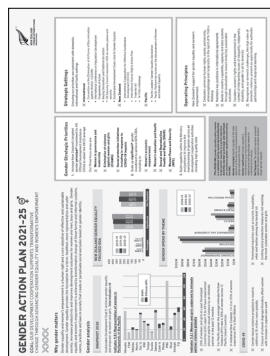
The approach is to recalibrate trade policy towards the new COVID-19 international environment by leveraging existing trade advantages and cooperating with exporters, including significantly increasing the number of exporters receiving intensive support from NZTE and other agencies. (p. 2)

Key data

Publication date:	June 2020
Duration:	2020–NK
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		24.5	96

Gender Action Plan 2021–2025



Purpose:

'[G]ender equality and women's empowerment.'
(p. 1)

Strategy (to achieve the purpose):

The approach focuses on three areas: women in governance and leadership; eliminating violence against women and girls; and social protection.
(p. 1)

Key data

Publication date:	January 2021
Duration:	2021–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

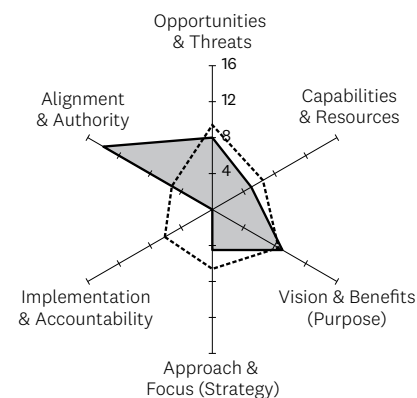
2021 Scoring

Rank:

131= out of 221 GDSs

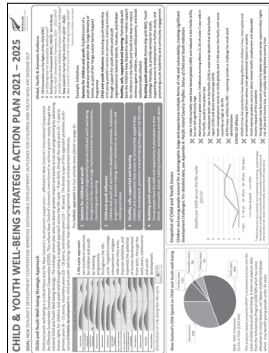
3 out of the 12 GDSs in the
Ministry of Foreign Affairs
and Trade

7 out of the 16 GDSs in the
External Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1	4
1.2 Does it identify potential threats going forward?	1	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3 Does it identify current and future resources?	2.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3 Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2 Does it identify a range of strategic options to solve the problem?	0.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	0	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	0	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	6	6
Total	40.5	96

Child & Youth Well-Being Strategic Action Plan 2021–2025



Purpose:

'[S]ustainable development outcomes for children and youth who are missing out.' (p. 1)

Strategy (to achieve the purpose):

The approach is for MFAT to invest in four areas: improving governance systems for children and youth; empowering children and youth to participate and inform development; providing health and learning services; and realising youth potential. (p. 1)

Key data

Publication date:	May 2021
Duration:	2021–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

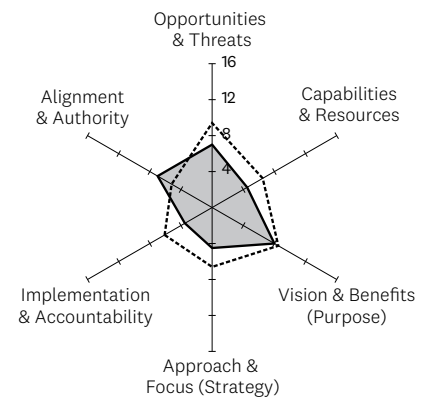
2021 Scoring

Rank:

165= out of 221 GDSs

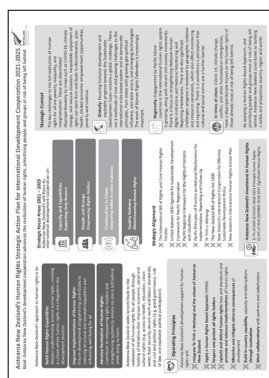
7= out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

11= out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		34.5	96

Human Rights Strategic Action Plan for International Development Cooperation 2021–2025



Purpose:

'[P]rioritising people and groups at risk of being left behind.' (p. 1)

Strategy (to achieve the purpose):

The approach is to invest in programmes, community-led organisations, mechanisms and tools that will improve economic, social and cultural rights for people at risk of being left behind. (p. 1)

Key data

Publication date:	October 2021
Duration:	2021–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

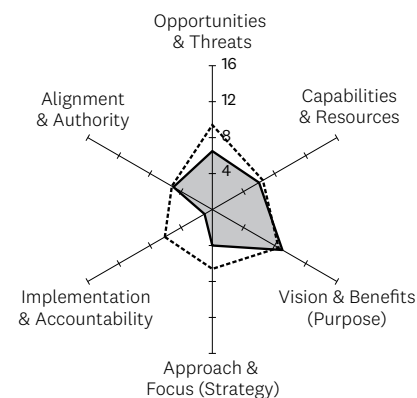
2021 Scoring

Rank:

179= out of 221 GDSs

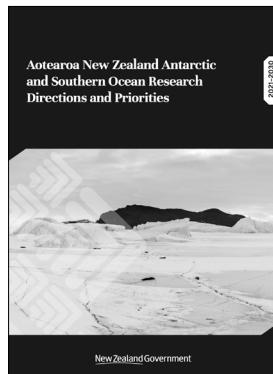
9 out of the 12 GDSs in the
Ministry of Foreign Affairs
and Trade

13 out of the 16 GDSs in the
External Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	1	4
1.2 Does it identify potential threats going forward?	1.5	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	3	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3 Does it identify current and future resources?	2.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3 Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2 Does it identify a range of strategic options to solve the problem?	0.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	1	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	0	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	3	6
Total	31.5	96

Antarctic and Southern Ocean Research Directions and Priorities 2021–2030



Purpose:

‘Excellent and impactful science that addresses the urgent need to understand the role of Antarctica and the Southern Ocean in a globally-connected and rapidly changing environment and supports Aotearoa New Zealand’s commitment to protecting Antarctica and the Southern Ocean.’ (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

Key data

Publication date:	December 2021
Duration:	2021–2030
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	<i>Antarctic and Southern Ocean Science</i> (2011)
Jointly held with:	LINZ, MPI and MBIE
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

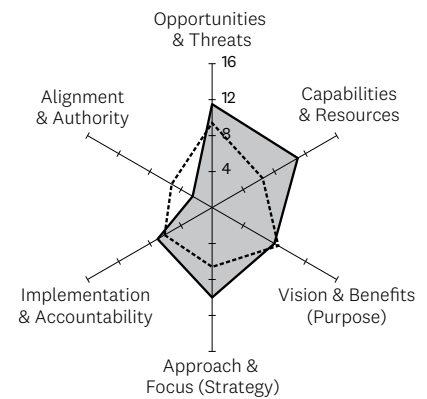
2021 Scoring

Rank:

57= out of 221 GDSs

2 out of the 12 GDSs in the Ministry of Foreign Affairs and Trade

5 out of the 16 GDSs in the External Sector



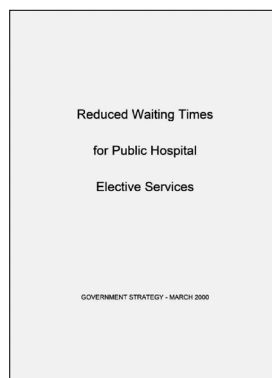
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		50	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 19.

19

Ministry of Health—
Manatū Hauora

Reduced Waiting Times for Public Hospital Elective Services



Purpose:

'[R]educed waiting times for elective services, and improved national consistency of access.' (p. 3)

Strategy (to achieve the purpose):

The approach develops a policy framework comprising seven interconnected pathways to reduce waiting times for public hospital elective surgeries. (p. 3)

Key data

Publication date:	March 2000
Duration:	2000–2003
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

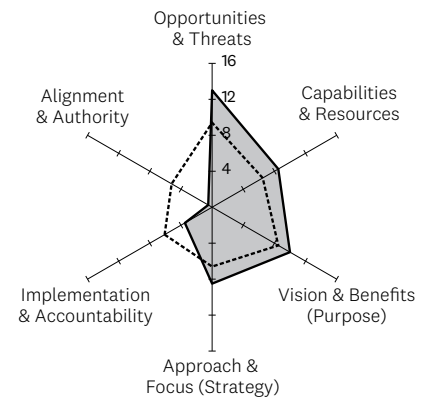
Rank:

106= out of 221 GDSs

25 out of the 48 GDSs in the Ministry of Health

25 out of the 48 GDSs in the Health Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		44	96

Palliative Care Strategy



Purpose:

'All people who are dying and their family/whānau who could benefit from palliative care have timely access to quality palliative care services that are culturally appropriate and are provided in a co-ordinated way.' (p. vii)

Strategy (to achieve the purpose):

The approach is to create an integrated, cooperative framework with DHBs that ensures a palliative care culture. Actions include training and the implementation of the Paediatric Review recommendation. (pp. 19-20)

Key data

Publication date:	February 2001
Duration:	2001-2011
Number of pages:	65
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

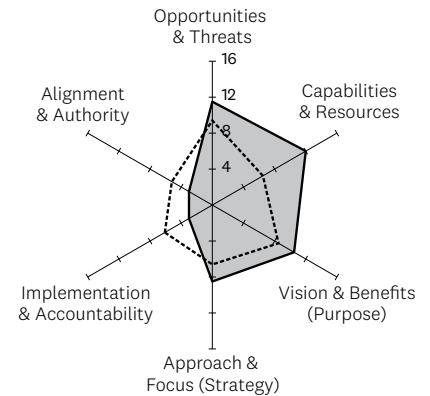
Rank:

71= out of 221 GDSs

15= out of the 48 GDSs in the Ministry of Health

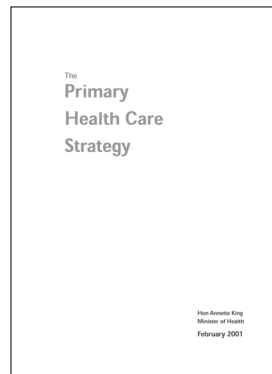
15= out of the 48 GDSs in the Health Sector

— This GDS's score
 Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

Primary Health Care Strategy



Purpose:

'People will be part of local primary health care services that improve their health, keep them well, are easy to get to and co-ordinate their ongoing care. Primary health care services will focus on better health for a population, and actively work to reduce health inequalities between different groups.' (p. vii)

Strategy (to achieve the purpose):

The approach is for MoH and DHBs to develop policy toolkits and funding agreements to instigate a new approach to primary health, which focuses more on population health and the role of the community. (p. 5)

Key data

Publication date:	February 2001
Duration:	2001–2011
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

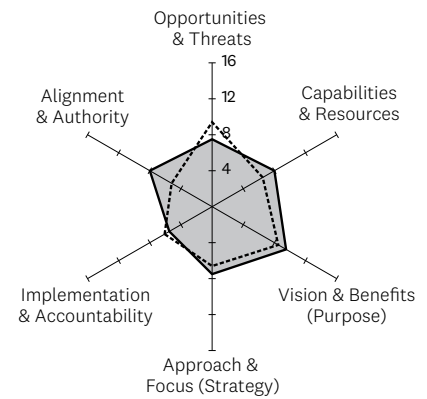
Rank:

94= out of 221 GDSs

23 out of the 48 GDSs in the Ministry of Health

23 out of the 48 GDSs in the Health Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		46	96

Sexual and Reproductive Health Strategy – Phase One

Sexual and Reproductive Health Strategy Phase One

Purpose:

'Good sexual and reproductive health for all New Zealanders.' (p. 3)

Strategy (to achieve the purpose):

The approach is to design a framework to meet the sexual health needs of particular communities using a two-phase process which guides and aligns the health sector in the management and funding of services for STIs, unwanted pregnancy and HIV/AIDS. (p. iii)

Key data

Publication date:	October 2001
Duration:	2001–NK
Number of pages:	32
Signed by:	Crown only
This GDS replaces:	<i>Sexual and Reproductive Health Strategy</i> (2001)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

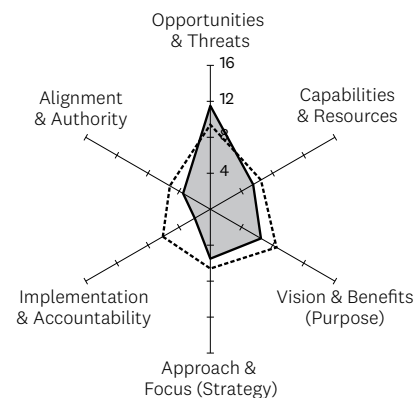
2021 Scoring

Rank:

165= out of 221 GDSs

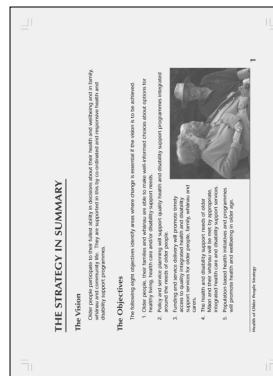
39= out of the 48 GDSs in the Ministry of Health

39= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		34.5	96

Health of Older People Strategy



Purpose:

'Older people participate to their fullest ability in decisions about their health and wellbeing and in family, whānau and community life. They are supported in this by co-ordinated and responsive health and disability support programmes.' (p. 1)

Strategy (to achieve the purpose):

The approach is to partner with DHBs to improve the health of older people by implementing the strategy and monitoring outcomes according to each DHB's implementation plan. (p. 4)

Key data

Publication date:	April 2002
Duration:	2002–NK
Number of pages:	86
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

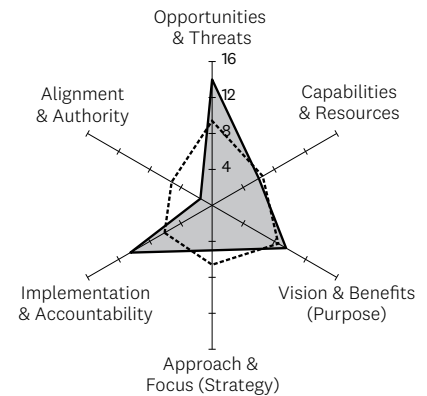
2021 Scoring

Rank:

91= out of 221 GDSs

21= out of the 48 GDSs in the Ministry of Health

21= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		46.5	96

Youth Health: A Guide to Action

YOUTH HEALTH A Guide to Action	Purpose: <i>‘[C]reating an environment in which all young people [12–24-year-olds] can grow and flourish.’ (p. vii)</i>
-----------------------------------	---

Strategy (to achieve the purpose):

The approach is to improve the health of 12–24-year-olds through implementing a range of actions such as promoting ‘Safer Schools’ and the implementation of anti-bullying programmes in schools; ensuring that health services meet the needs of refugees and migrant young people; and developing a profile of the disabled and chronically ill young people in regions. This plan is part of the *Health Strategy (2000)*, now refreshed, see GDS19-23 (2016). (pp. vii, 3–5, 22)

Key data

Publication date:	September 2002
Duration:	2002–2005
Number of pages:	64
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

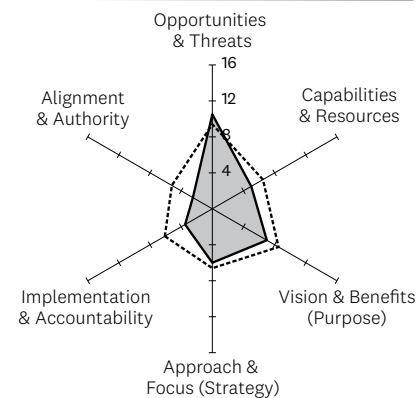
Rank:

165= out of 221 GDSs

39= out of the 48 GDSs in the Ministry of Health

39= out of the 48 GDSs in the Health Sector

— This GDS's score
 Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		34.5	96

Cancer Control Strategy

<p>The New Zealand Cancer Control Strategy</p>	<p>Purpose:</p> <p><i>'The overall purposes of the strategy are to: reduce the incidence and impact of cancer [and] reduce inequalities with respect to cancer.'</i> (p. 19)</p>
--	---

Strategy (to achieve the purpose):

The approach includes 25 objectives to support six goals, along with broad areas for action to achieve the objectives. Examples of objectives include reducing the number of people who develop cancers due to tobacco use and second-hand smoke, and reducing the number of people developing cancers related to physical inactivity and obesity. (pp. 10, 25–26)

Key data

Publication date:	August 2003
Duration:	2003–2008
Number of pages:	84
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

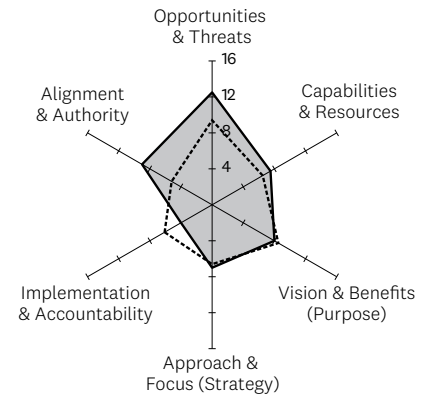
Rank:

78= out of 221 GDSs

17 out of the 48 GDSs in the Ministry of Health

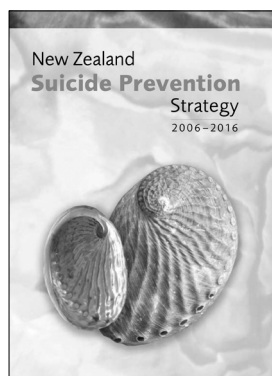
17 out of the 48 GDSs in the Health Sector

— This GDS's score
 - - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		48	96

Suicide Prevention Strategy 2006–2016



Purpose:

‘The overall purposes of this strategy are to: reduce the rate of suicide and suicidal behaviour, reduce the harmful effect and impact associated with suicide and suicidal behaviour on families/whānau, friends and the wider community, [and] reduce inequalities in suicide and suicidal behaviour.’ (p. 1)

Strategy (to achieve the purpose):

The approach is to apply a multi-sectoral approach to suicide prevention, with a particular emphasis on at-risk populations, addressing needs in a holistic manner through evidence-based research and implementing best practice. (p. 7)

Key data

Publication date:	June 2006
Duration:	2006–2016
Number of pages:	36
Signed by:	Crown only
This GDS replaces:	<i>In Our Hands: Youth Suicide Prevention Strategy</i> (1998)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

2021 Scoring

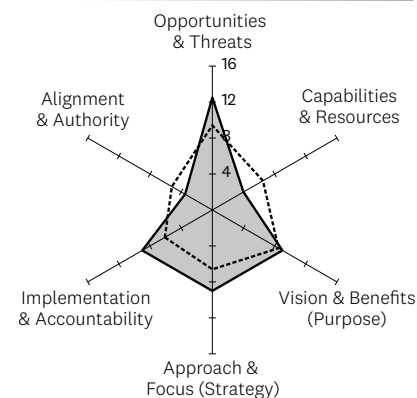
Rank:

85= out of 221 GDSs

18= out of the 48 GDSs in the Ministry of Health

18= out of the 48 GDSs in the Health Sector

— This GDS's score
 Average GDS score



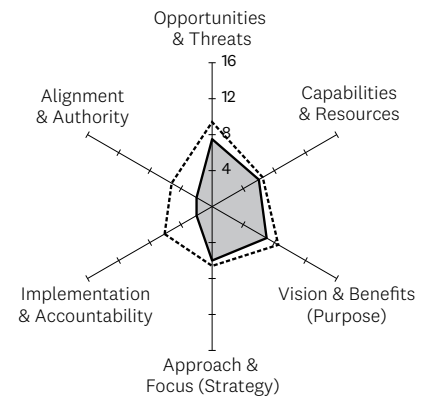
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		47	96

Medicines New Zealand

2021 Scoring

Rank:

184= out of 221 GDSs

43 out of the 48 GDSs in the
Ministry of Health43 out of the 48 GDSs in the
Health Sector

Medicines New Zealand

Contributing to good health outcomes
for all New Zealanders

Purpose:

'New Zealanders will have a medicines system that: delivers quality medicines that are safe and effective, provides access to the medicines they need [and] ensures that medicines are used effectively.' (p. 7)

Strategy (to achieve the purpose):

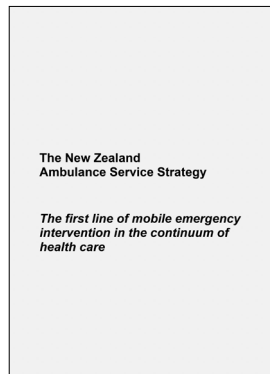
The approach is to provide an overarching framework for agencies and stakeholders, in order to inform decision-making and ensure a cohesive and responsive medicines system is put in place; ways to do this include making funding decisions more transparent and consulting with stakeholders to ensure current and future needs are met. (p. 10)

Key data

Publication date:	December 2007
Duration:	2007-NK
Number of pages:	24
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		30.5	96

Ambulance Service Strategy



Purpose:

'[E]nsure that the ambulance sector has clearly defined roles in the emergency and health sectors ... deliver[s] a long-term plan for meeting community emergency health needs [and] integrate[s] ambulance services within the wider health sector.' (p. 2)

Strategy (to achieve the purpose):

The approach focuses on ten initiatives that promote leadership, cohesion and consistency between emergency ambulance providers, with greater national consistency in training, clinical guidelines and oversight and levels of practice. It will also work more closely with key organisations, such as ACC, MoH and DHBs, to integrate ambulance services within the wider health sector. (pp. 3, 4-5, 9)

Key data

Publication date:	June 2009
Duration:	2009-2020
Number of pages:	13
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

2021 Scoring

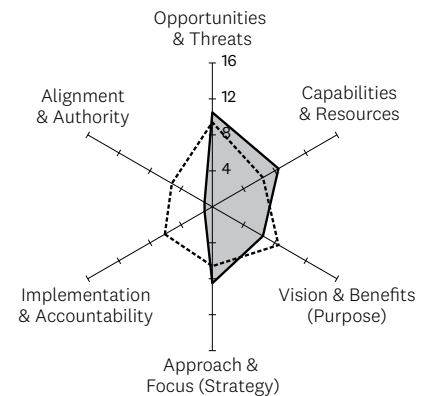
Rank:

153= out of 221 GDSs

34= out of the 48 GDSs in the Ministry of Health

34= out of the 48 GDSs in the Health Sector

— This GDS's score
 Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

National Plan for Child Cancer Services in New Zealand



Purpose:

'[A]chieve national agreement on the service delivery model [including] equitable access ... certainty for parents, families and whānau ... clarity for District Health Boards (DHBs) ... [and] sustainable child cancer services.' (p. 1)

Strategy (to achieve the purpose):

The approach is a two-centre model for the provision of specialist paediatric oncology care, with shared care arrangements with other DHBs; the two specialist centres are to be Starship Children's Hospital at Auckland DHB and Christchurch Hospital at Canterbury DHB. Further, a national clinical network will be established for child cancer services in New Zealand. (p. vi)

Key data

Publication date:	December 2011
Duration:	2011-NK
Number of pages:	54
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

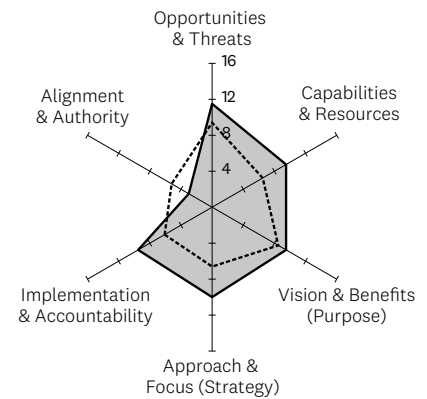
2021 Scoring

Rank:

36= out of 221 GDSs

9= out of the 48 GDSs in the Ministry of Health

9= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	3.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		53	96

Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017

Rising to the Challenge

The Mental Health
and Addiction Service
Development Plan
2012–2017

Purpose:

'Whatever our age, gender or culture, when we need support to improve our mental health and wellbeing or address addiction, we will be able to rapidly access the interventions [we need].'
(p. vi)

Strategy (to achieve the purpose):

The approach is to focus on four themes: better use of resources/value for money, improving primary-specialist integration, cementing and building on gains for people with the highest needs and intervening early in the life cycle to prevent later problems. Each theme includes key actions, such as reducing and eliminating the use of seclusion in mental health inpatient settings and increasing access to specialist services for youth offenders. (p. 9)

Key data

Publication date:	December 2012
Duration:	2012–2017
Number of pages:	75
Signed by:	Crown and CE
This GDS replaces:	<i>Moving Forward: The National Mental Health Plan for More and Better Services (1997), Te Tāhuhu: Improving Mental Health (2005), National Mental Health Information Strategy (2005) and Te Puāwaiwhero: The Second Māori Mental Health and Addiction National Strategic Framework (2008)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

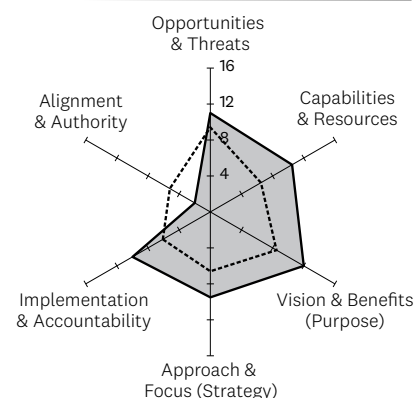
2021 Scoring

Rank:

28= out of 221 GDSs

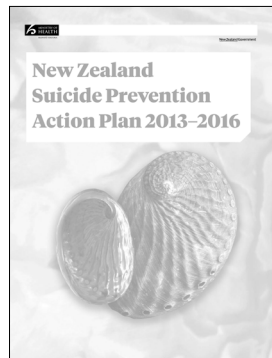
5 out of the 48 GDSs in the
Ministry of Health

5 out of the 48 GDSs in the
Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		55	96

Suicide Prevention Action Plan 2013–2016



Purpose:

'[R]educe the rate of suicide and suicidal behaviour, and reduce the harmful effect and impact associated with suicide and suicidal behaviour on families, whānau, friends and communities.' (p. 3)

Strategy (to achieve the purpose):

The approach is to pursue 30 actions that focus on redressing gaps in suicide prevention methods, including strengthening the infrastructure for suicide prevention (such as using social media to prevent suicide) and offering improved services after a suicide. (pp. 4–8)

Key data

Publication date:	May 2013
Duration:	2013–2016
Number of pages:	8
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

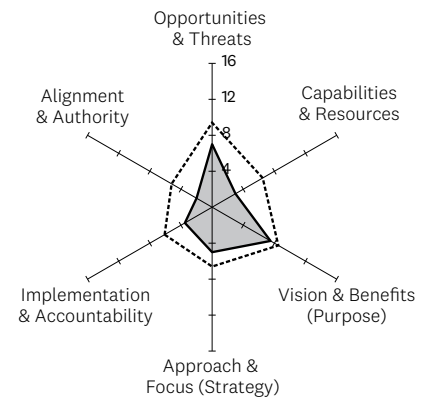
2021 Scoring

Rank:

193 out of 221 GDSs

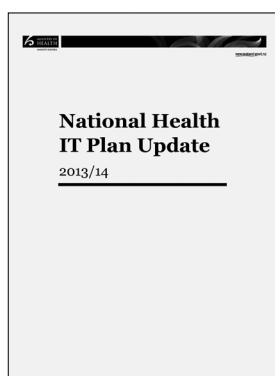
45 out of the 48 GDSs in the Ministry of Health

45 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		28	96

National Health Information Technology Plan Update 2013/14



Purpose:

'By 2014 New Zealanders will have a core set of personal health information available electronically to help them and their treatment providers regardless of the setting as they access health services.' (p. 4)

Strategy (to achieve the purpose):

The approach is to design a framework for e-health that describes the way an individual's health information is collected during their lifetime over a continuum of care. The data is broken down into four levels: a person's foundation health information, an effective and secure system for sharing information, common clinical information across the continuum of care, and a shared care plan. Priorities are set out (e.g. critical, important or emerging) and key performance indicators are defined (setting out the measures to be met and the actions to be taken). (pp. viii, 10)

Key data

Publication date:	November 2013
Duration:	2013-2014
Number of pages:	36
Signed by:	Other (not Crown or department staff)
This GDS replaces:	<i>National Health IT Plan (2010) and Health Information Strategy (2005)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

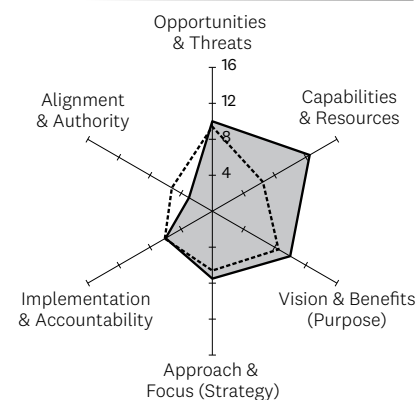
Rank:

65= out of 221 GDSs

13= out of the 48 GDSs in the Ministry of Health

13= out of the 48 GDSs in the Health Sector

— This GDS's score
- - - Average GDS score



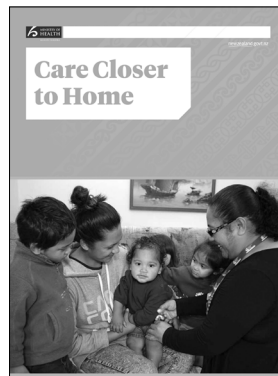
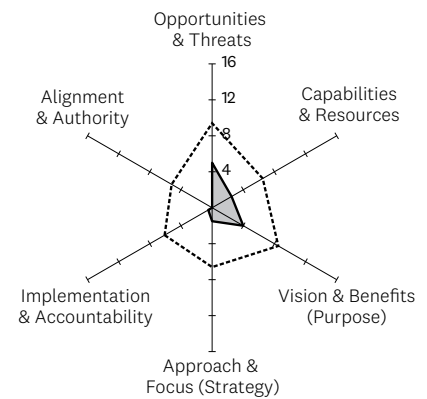
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		49	96

Care Closer to Home

2021 Scoring

Rank:

219 out of 221 GDSs

48 out of the 48 GDSs in the
Ministry of Health48 out of the 48 GDSs in the
Health Sector

Purpose:

'[P]roviding better, integrated health care closer to home for all New Zealanders.' (p. 1)

Strategy (to achieve the purpose):

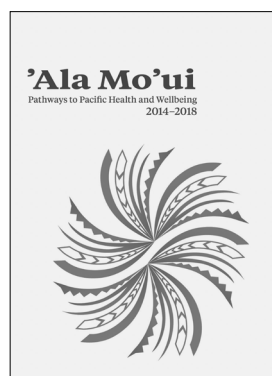
The approach is to highlight initiatives being carried out by health-care providers to treat health issues early and provide care for patients discharged from hospital within their local communities. (p. 1)

Key data

Publication date:	February 2014
Duration:	2014–NK
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		13.5	96

'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2014–2018



Purpose:

'Pacific 'āiga, kāiga, magafaoa, kōpū tangata, vuva and fāmilī experience equitable health outcomes and lead independent lives.' (p. 2)

Strategy (to achieve the purpose):

The approach is to provide DHBs and other Pacific health-care providers with an outcomes framework and set of actions. Actions include the health sector working across government to decrease overcrowding in Pacific homes (by increasing access to quality, healthy housing), and research on effective approaches to strengthen Pacific health literacy. (p. 14)

Key data

Publication date:	June 2014
Duration:	2014–2018
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	'Ala Mo'ui: Pathways to Pacific Health and Wellbeing (2010)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 14
Legislation:	Not applicable

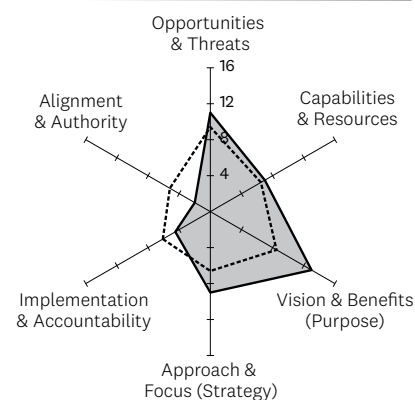
2021 Scoring

Rank:

91= out of 221 GDSs

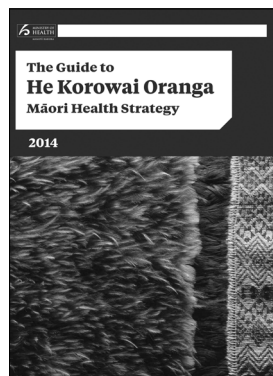
21= out of the 48 GDSs in the Ministry of Health

21= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		46.5	96

He Korowai Oranga – Māori Health Strategy



Purpose:

'[T]o drive continuous quality improvement in the development, design and delivery of services for Māori.' (p. 12)

Strategy (to achieve the purpose):

The approach is to focus on effective leadership, planning and measurement. For example, measurement includes the collection of high quality ethnicity data so that all areas of health can measure performance at national, regional and local levels. (p. 13)

Key data

Publication date:	June 2014
Duration:	2014–NK
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	<i>He Korowai Oranga: Māori Health Strategy (2002)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

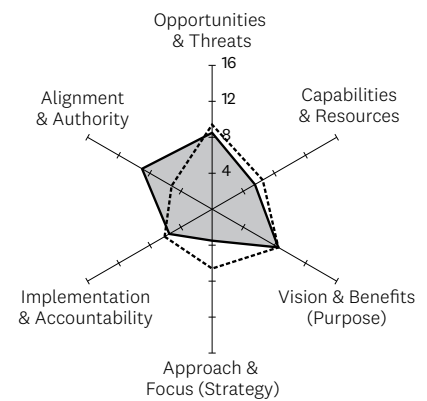
2021 Scoring

Rank:

131= out of 221 GDSs

31 out of the 48 GDSs in the Ministry of Health

31 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		40.5	96

Cancer Plan 2015–2018

<p>New Zealand Cancer Plan Better, Faster Cancer Care 2015–2018</p>	<p>Purpose:</p> <p><i>‘[T]o ensure all people have timely access to excellent cancer services that will enable them to live better and longer.’</i> (p. 8)</p>
--	---

Strategy (to achieve the purpose):

The approach is to apply a patient pathway approach that focuses on prevention and early detection, diagnosis and treatment, and follow-up care. (p. 8)

Key data

Publication date:	December 2014
Duration:	2015–2018
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 8
Legislation:	Not applicable

2021 Scoring

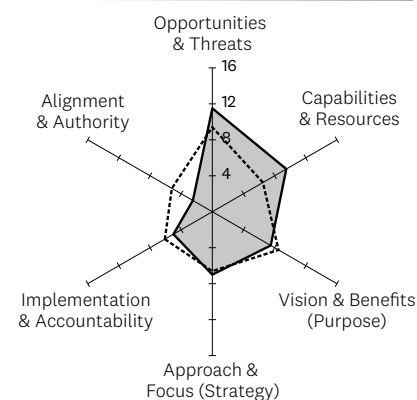
Rank:

115= out of 221 GDSs

28 out of the 48 GDSs in the Ministry of Health

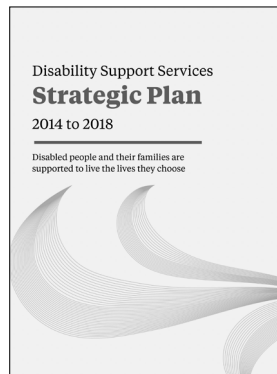
28 out of the 48 GDSs in the Health Sector

— This GDS's score
- - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43	96

Disability Support Services Strategic Plan 2014–2018



Purpose:

'Disabled people and their families are supported to live the lives they choose ... The purpose of the New Model has been to offer disabled people more choice, control and flexibility regarding the support they receive and the lives they lead, and to test new elements of the disability support system.' (pp. 1, 10)

Strategy (to achieve the purpose):

The approach is to continue to adapt the Enabling Good Lives (EGL) initiative, including local area coordination, supported self-assessment, enhanced individualised funding and choice in community living. It includes implementing the recommendations in the Putting People First review. (pp. 13–17)

Key data

Publication date:	June 2015
Duration:	2014–2018
Number of pages:	22
Signed by:	Not signed
This GDS replaces:	<i>Disability Support Services Strategic Plan (2012)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

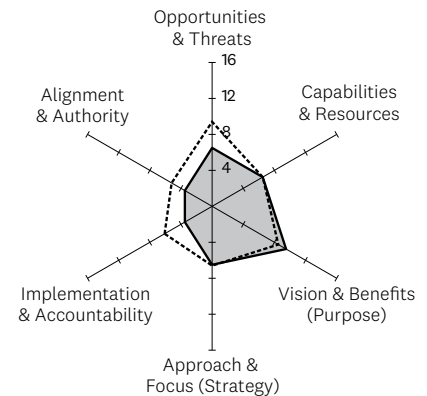
2021 Scoring

Rank:

153= out of 221 GDSs

34= out of the 48 GDSs in the Ministry of Health

34= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

Implementing Medicines New Zealand 2015–2020



Purpose:

'Implementing Medicines New Zealand (the Plan) is about the changes required to deliver on Medicines New Zealand (2007) (the Strategy) ... We want New Zealanders, regardless of their ability to pay, to have access to safe, high-quality, effective medicines, and we want those medicines to be used in the best possible way.' (pp. iii, 1)

Strategy (to achieve the purpose):

The approach is to focus on advancing seven impact areas. Impact areas include enabling shared care through an integrated health care team, optimal use of antimicrobials, and competent and responsive prescribers. The aim is to implement a range of actions but be open to continuously changing priorities and actions as new ideas emerge. (pp. 5–6)

Key data

Publication date:	June 2015
Duration:	2015–2020
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

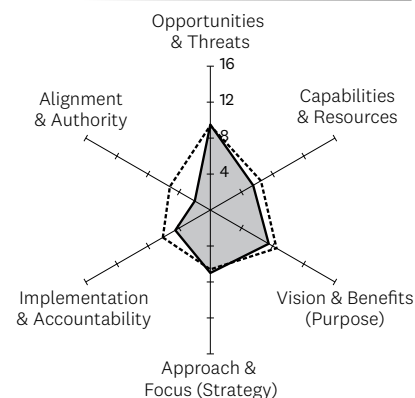
2021 Scoring

Rank:

153= out of 221 GDSs

34= out of the 48 GDSs in the Ministry of Health

34= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

Cancer Health Information Strategy



Purpose:

'[T]o deliver comprehensive, accessible and accurate information to support the delivery of quality care across the cancer patient pathway [and to] align with the National Health IT Plan [see GDS19-14] and enable the New Zealand Cancer Plan 2015–2018 [see GDS19-18].' (pp. 1, 6)

Strategy (to achieve the purpose):

The approach is to focus on four interventions: to establish a national framework for managing cancer data; to standardise, digitise and make accessible cancer data at point of care; to aggregate relevant patient and cancer service data into cancer information; and to analyse, produce and communicate cancer intelligence to stakeholders. (p. 7)

Key data

Publication date:	July 2015
Duration:	2015–2020
Number of pages:	21
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

2021 Scoring

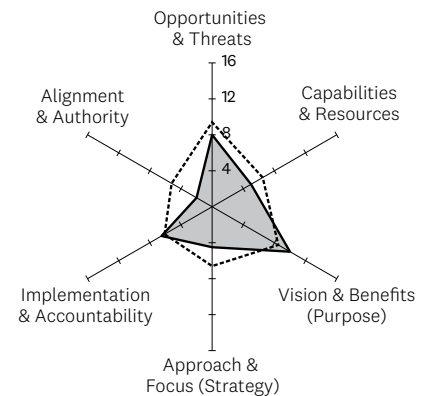
Rank:

153= out of 221 GDSs

34= out of the 48 GDSs in the Ministry of Health

34= out of the 48 GDSs in the Health Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

Living Well with Diabetes 2015–2020

Living Well with Diabetes

A plan for people at high risk of or living with diabetes
2015–2020

Purpose:

'All New Zealanders with diabetes, or at high risk of developing type 2 diabetes, are living well and have access to high-quality, people-centred health services.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on reducing the personal burden of disease for people with diabetes; providing consistent and equitable services for all New Zealanders; and reducing the cost of diabetes on the public health system, and the broader societal impact in the longer term. (p. 7)

Key data

Publication date:	October 2015
Duration:	2015–2020
Number of pages:	39
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

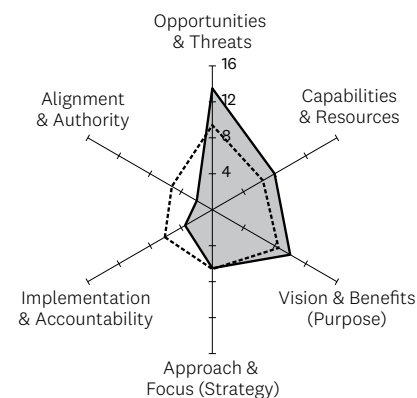
2021 Scoring

Rank:

110= out of 221 GDSs

26= out of the 48 GDSs in the Ministry of Health

26= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43.5	96

Health Strategy 2016



Purpose:

'[E]stablishing a health sector that understands people's needs and provides services that are integrated across sectors, emphasising investment early in life, maintaining wellness, preventing illness, and providing support for the final stages of life.' (p. ii)



Purpose:

'[I]dentifies 27 areas for action over five years to make the Strategy happen.' (p. 1)

Strategy (to achieve the purpose):

Future Direction: The approach in the Future Direction document is to focus on five key themes: people-powered, closer to home, value and high performance, one team and smart system. (p. ii)

Roadmap of Actions: The approach of the Roadmap of Actions document is to identify 27 areas for action, including informing people about public and personal health services so they can be 'health smart' and have greater control over their health and wellbeing; and ensuring the right services are delivered at the right location in an equitable and clinically and financially sustainable way. (p. 1)

Key data

Publication date:	April 2016
Duration:	2016–2026
Number of pages:	85 (for both)
Signed by:	Crown and CE
This GDS replaces:	<i>Health Strategy (2000)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see New Zealand Public Health and Disability Act 2000, s 8(1)) and cited in the GDS

2021 Scoring

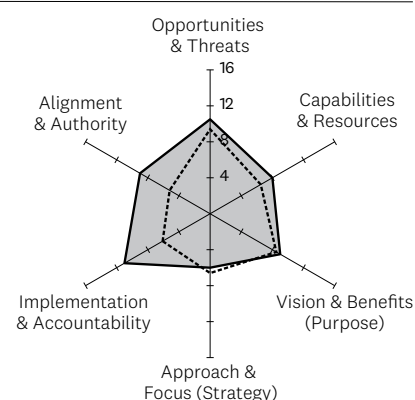
Rank:

34= out of 221 GDSs

7= out of the 48 GDSs in the Ministry of Health

7= out of the 48 GDSs in the Health Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		53.5	96

Pharmacy Action Plan 2016 to 2020

Pharmacy Action Plan 2016 to 2020

Purpose:

'[D]eveloping pharmacist services within an integrated health and disability system that supports people to stay well throughout their lives ... These actions give a further level of detail beyond that provided in the ... Health Strategy: Roadmap of Actions 2016.' (p. 1)

Strategy (to achieve the purpose):

The approach is to focus on specific ways in which the pharmacy workforce can contribute to each of the four focus areas: population and personal health, medicines management services, minor ailments and referral, and dispensing and supply services. Examples of actions for the population and personal health area include ensuring pharmacists can record their activities in national information systems (such as the National Immunisation Register) and establishing a collaborative programme to research and evaluate public and personal health services that pharmacists provide. (p. 13)

Key data

Publication date:	May 2016
Duration:	2016–2020
Number of pages:	48
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

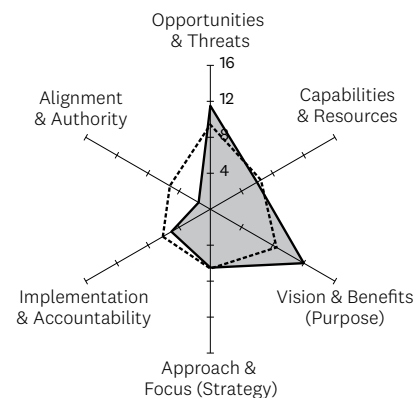
2021 Scoring

Rank:

120= out of 221 GDSs

29 out of the 48 GDSs in the Ministry of Health

29 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		42.5	96

Disability Strategy 2016–2026



Purpose:

'New Zealand is a non-disabling society – a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen.' (p. 6)

Strategy (to achieve the purpose):

The approach is to use a dual pathway strategy to achieve the eight desired outcomes. For example, outcome 8 is leadership, and actions include that disabled people are recognised as experts in their own lives and people in leadership roles in the public, private and not-for-profit sectors will be supported to see themselves as allies to the disability community. The strategy also contains a detailed timeline. (pp. 39, 46)

Key data

Publication date:	November 2016
Duration:	2016–2026
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	<i>Disability Strategy</i> (2001)
Jointly held with:	MSD
Transferred from:	Not applicable
Strategy map:	Yes, pp. 8, 22
Legislation:	Required (see New Zealand Public Health and Disability Act 2000, s 8(2)) and cited in the GDS

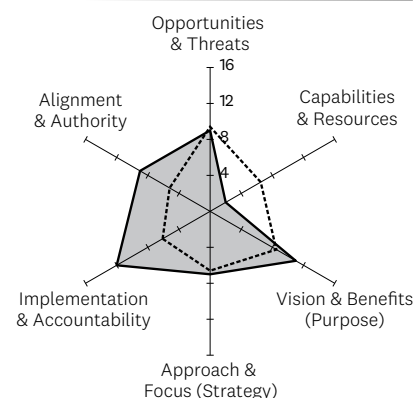
2021 Scoring

Rank:

57= out of 221 GDSs

12 out of the 48 GDSs in the Ministry of Health

12 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		50	96

Health Research Strategy 2017-2027



Purpose:

'By 2027, New Zealand will have a world-leading health research and innovation system that, through excellent research, improves the health and wellbeing of all New Zealanders.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities (and implement specific actions): invest in excellent health research; create a vibrant research environment in the health Sector; build and strengthen pathways for translating research findings into policy and practice; and advance innovative ideas and commercial opportunities. (p. 10)

Key data

Publication date:	June 2017
Duration:	2017-2027
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4-5
Legislation:	Required (see Health Research Council Act 1990, s 34(2)) but not cited in the GDS

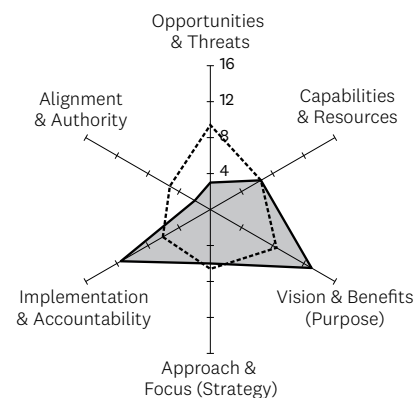
2021 Scoring

Rank:

122= out of 221 GDSs

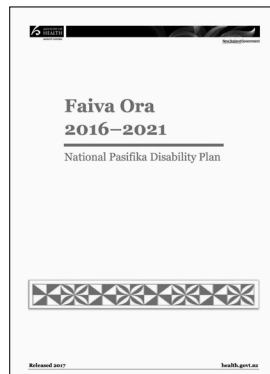
30 out of the 48 GDSs in the Ministry of Health

30 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	4	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		42	96

Faiva Ora 2016–2021 – National Pasifika Disability Plan



Purpose:

'Pasifika disabled people and their families are supported to live the lives they choose.' (p. 1)

Strategy (to achieve the purpose):

The approach is to focus on the following four priorities: improving outcomes for Pasifika disabled children, youth and their families; Pasifika communities are able to better engage with and support individuals with disabilities and their families to participate in their communities; disability services and supports meet the needs of Pasifika disabled people and their families; and stakeholders work in partnership to address challenges experienced by Pasifika disabled people and their families. (p. 15)

Key data

Publication date:	August 2017
Duration:	2016–2021
Number of pages:	27
Signed by:	Not signed
This GDS replaces:	<i>Faiva Ora National Pasifika Disability Plan (2014)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

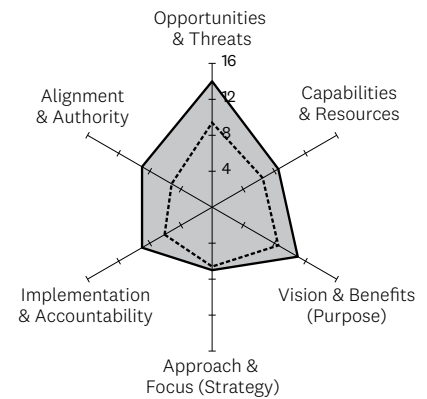
2021 Scoring

Rank:

15= out of 221 GDSs

2 out of the 48 GDSs in the Ministry of Health

2 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		58.5	96

Influenza Pandemic Plan: A framework for action



Purpose:

'To minimise deaths, serious illness and serious disruption to communities and the economy arising from an influenza pandemic.' (p. 1)

Strategy (to achieve the purpose):

The approach is to provide a six-phase model of actions: plan for it, keep it out, stamp it out, manage it (pandemic management), manage it post-peak and recover from it (recovery). (p. 9)

Key data

Publication date:	August 2017
Duration:	2017-NK
Number of pages:	193
Signed by:	Chief Executive only
This GDS replaces:	<i>Influenza Pandemic Action Plan (2010)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Not applicable

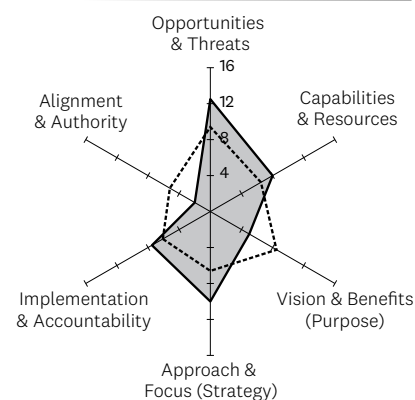
2021 Scoring

Rank:

99= out of 221 GDSs

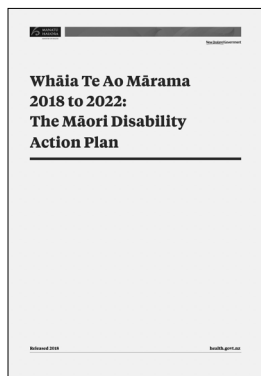
24 out of the 48 GDSs in the Ministry of Health

24 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		45	96

Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan



Purpose:

‘Tāngata whaikaha pursue a good life with support ... Whāia Te Ao Mārama is aligned with the vision and principles of enabling good lives and transforming the disability support system, which offer disabled people greater choice and control over the supports they receive, so that they can plan for the lives they want.’ (pp. 1, 3)

Strategy (to achieve the purpose):

The approach is to work with tāngata whaikaha (Māori with disabilities) to achieve six goals, including participating in the development of health and disability services, participating in their community, and receiving disability support services that are responsive to Te Ao Māori. (p. 8)

Key data

Publication date:	March 2018
Duration:	2018–2022
Number of pages:	18
Signed by:	Other (not Crown or department staff)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

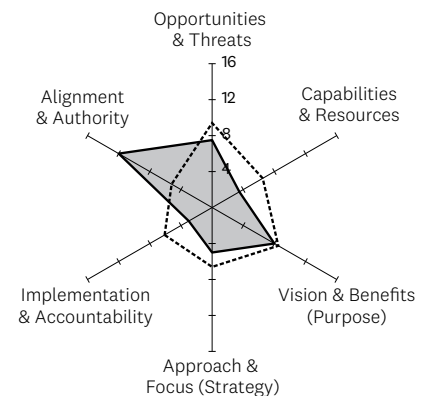
2021 Scoring

Rank:

138= out of 221 GDSs

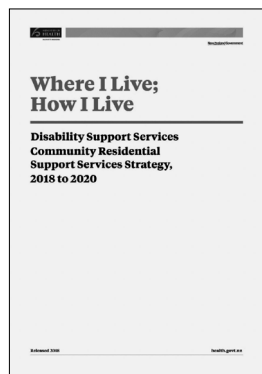
33 out of the 48 GDSs in the Ministry of Health

33 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		39	96

Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy 2018 to 2020



Purpose:

'[P]rovide disabled people and their families/whānau with greater choice, control and flexibility, while acknowledging that people's own experiences will contribute to their level of desire to explore different living choices.' (p. 16)

Strategy (to achieve the purpose):

The approach is to implement ten actions, including working with the health and disability sector to improve options for attracting and retaining skilled support workers, and ensuring that the recently established guidelines on preventing and managing abuse are implemented effectively. (pp. 20–21)

Key data

Publication date:	March 2018
Duration:	2018–2020
Number of pages:	33
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

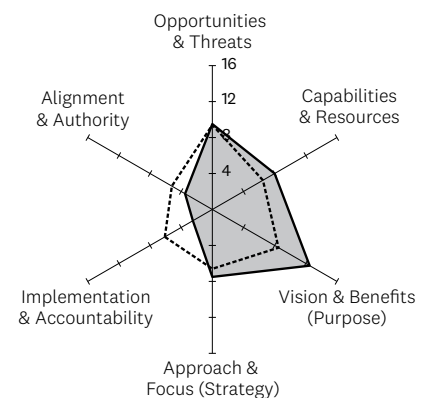
Rank:

110= out of 221 GDSs

26= out of the 48 GDSs in the Ministry of Health

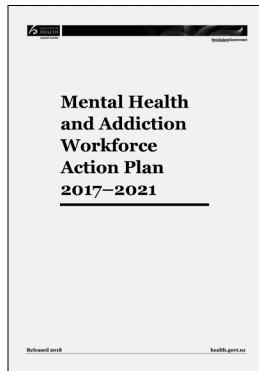
26= out of the 48 GDSs in the Health Sector

— This GDS's score
- - - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43.5	96

Mental Health and Addiction Workforce Action Plan 2017–2021



Purpose:

'For the mental health and addiction workforce, ... [this means] enabling people to thrive and experience wellbeing wherever they live and whatever their circumstances.' (p. vii)

Strategy (to achieve the purpose):

The approach is to focus on four priority areas: a workforce that is focused on people and improved outcomes, a workforce that is integrated and connected across the continuum, a workforce that is competent and capable and a workforce that is the right size and skill mix. (p. viii)

Key data

Publication date:	April 2018
Duration:	2017–2021
Number of pages:	52
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 21
Legislation:	Not applicable

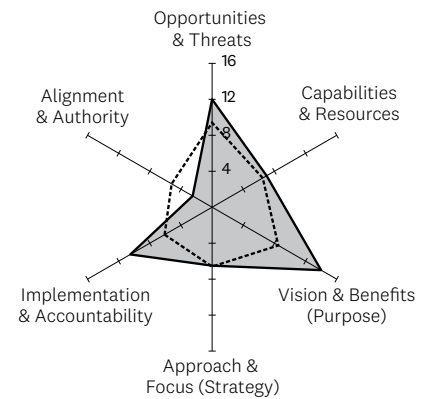
2021 Scoring

Rank:

41= out of 221 GDSs

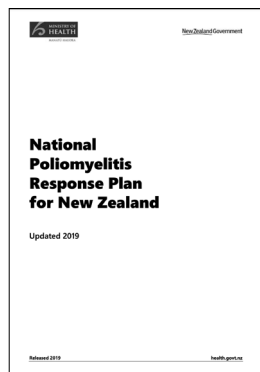
11 out of the 48 GDSs in the Ministry of Health

11 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		52.5	96

National Poliomyelitis Response Plan for New Zealand



Purpose:

'New Zealand [is] ready with a prompt, effective and evidence-based response if a case is imported.' (p. 1)

Strategy (to achieve the purpose):

The approach is to outline a response plan to a potential outbreak of poliomyelitis (polio) that is tailored towards case, contact and community responses, using a risk-based assessment. (pp. 10–15)

Key data

Publication date:	February 2019
Duration:	2019–NK
Number of pages:	26
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

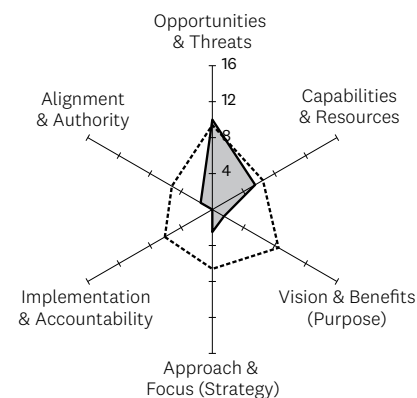
2021 Scoring

Rank:

209= out of 221 GDSs

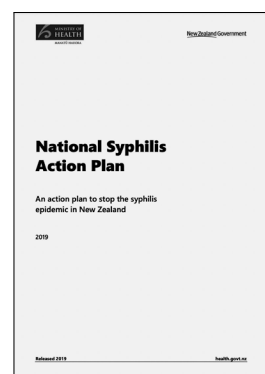
47 out of the 48 GDSs in the Ministry of Health

47 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	0	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		21	96

National Syphilis Action Plan



Purpose:

'[G]uide a coordinated and systematic response to interrupt ongoing transmission of infectious syphilis and to prevent congenital syphilis.' (p. 4)

Strategy (to achieve the purpose):

The approach is to collaborate with stakeholders across the health sector to respond to a syphilis epidemic through a combination of national actions led by MoH, and regional actions led by DHBs and specialist sexual health services. (pp. 4–5)

Key data

Publication date:	June 2019
Duration:	2019–2024
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

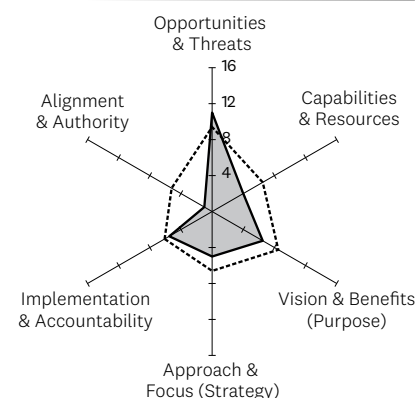
2021 Scoring

Rank:

171= out of 221 GDSs

41 out of the 48 GDSs in the Ministry of Health

41 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		33	96

Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22



Purpose:

'Government, the gambling sector, communities and families/whānau working together to prevent and minimise gambling harm, and to reduce related health inequities.' (p. 19)

Strategy (to achieve the purpose):

The approach is to address the needs of people with gambling-related issues according to a continuum-of-harm spectrum, to guide the level of intervention and associated funding priorities, working together with DIA, which covers the regulation of gambling activity. (pp. 15–16)

Key data

Publication date:	June 2019
Duration:	2019–2021
Number of pages:	82
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 20
Legislation:	'May allocate responsibility for ... [a] strategy to a department' (see Gambling Act 2003, s 317(1)) and cited in the GDS

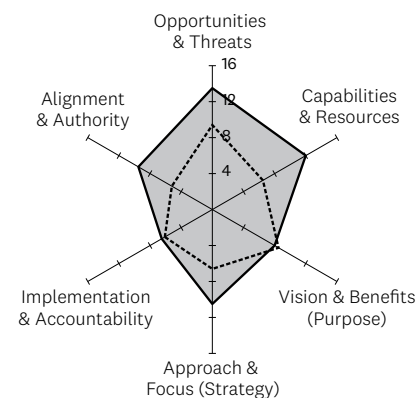
2021 Scoring

Rank:

14 out of 221 GDSs

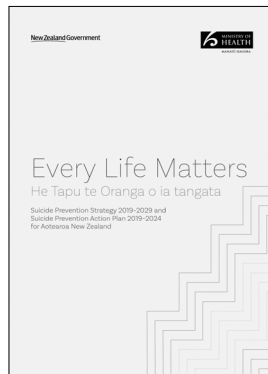
1 out of the 48 GDSs in the Ministry of Health

1 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		60	96

Every Life Matters – He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy 2019–2029



Purpose:

'Reduced suicide rate ...
Wellbeing for all.' (p. 2)

Strategy (to achieve the purpose):

Building a strong system for suicide prevention includes focussing on four areas: strengthening national leadership; using evidence and collective knowledge to make a difference; developing the suicide prevention workforce to have capacity and capability to respond; and evaluating and monitoring Every Life Matters. Key to supporting wellbeing is working to increase protective factors and reduce risk factors across the suicide prevention continuum, including promotion, prevention, intervention and postvention. (p. 10)

Key data

Publication date:	September 2019
Duration:	2019–2029
Number of pages:	48
Signed by:	Crown and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

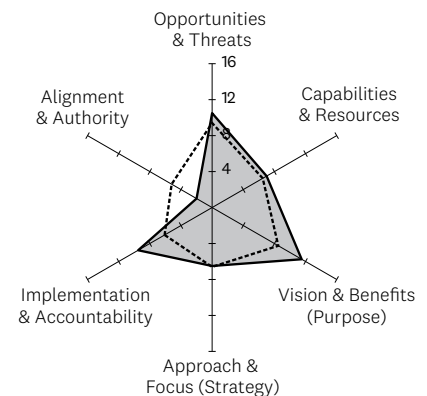
2021 Scoring

Rank:

85= out of 221 GDSs

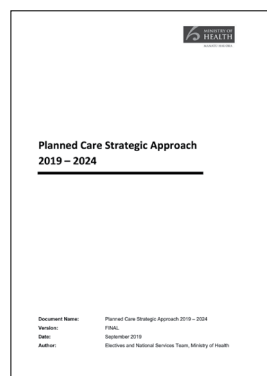
18= out of the 48 GDSs in the
Ministry of Health

18= out of the 48 GDSs in the
Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	8	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		47	96

Planned Care Strategic Approach: 2019–2024



Purpose:

'New Zealanders experience timely, appropriate access to quality Planned Care which achieves equitable health outcomes ... [Planned Care] encompasses medical and surgical activity traditionally known as Elective or Arranged services that are delivered by hospitals.' (pp. 6–7)

Strategy (to achieve the purpose):

The approach focuses on five strategic priorities to set a new direction for planned care services, ensuring improvement of access to, and quality of, planned care within publicly funded resources. The priorities are: understanding planned care needs, balancing national consistency and local needs, simplifying pathways for service users, optimising sector capability and capacity and fit for the future. (p. 8)

Key data

Publication date:	September 2019
Duration:	2019–2024
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

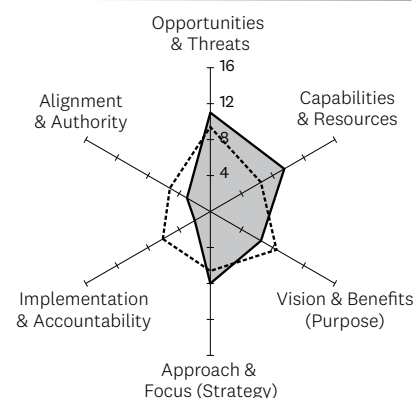
2021 Scoring

Rank:

136= out of 221 GDSs

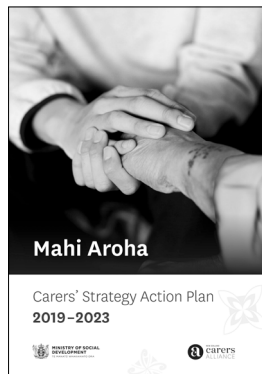
32 out of the 48 GDSs in the Ministry of Health

32 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		39.5	96

Mahi Aroha: Carers' Strategy Action Plan 2019-2023



Purpose:

'An action plan that recognises, values, and supports carers is an investment in New Zealand's future.' (p. 6)

Strategy (to achieve the purpose):

The approach is to address key priorities identified by carers and the Government, by creating and implementing five-year action plans. The ongoing issues include the need for respite, support when things are not going well, assistance with the increasing financial pressures of caring, and a desire for greater carer choice and flexibility. (p. 6)

Key data

Publication date:	December 2019
Duration:	2019-2023
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoE, MSD, OT and TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

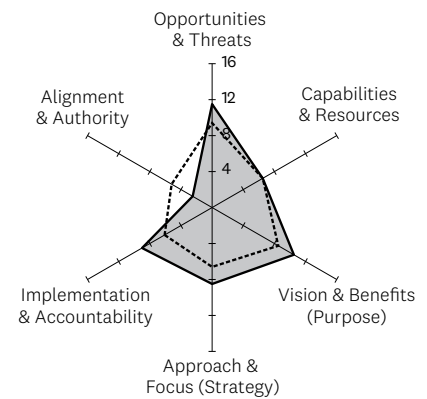
2021 Scoring

Rank:

71= out of 221 GDSs

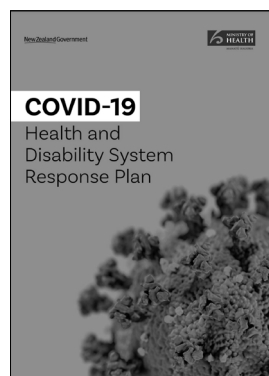
15= out of the 48 GDSs in the Ministry of Health

15= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

COVID-19 Health and Disability System Response Plan



Purpose:

'Success under this strategy means that COVID-19 is eliminated in New Zealand or reduced to a small number of cases, the large majority of which are "imported" and linked to international travel.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on eight priority populations (including Māori) and eight planning areas (workforce, public health, hospitals, care in the community, laboratories, infection prevention and control, health and disability supply chain, and support for priority population) in accordance with the Government's COVID-19 elimination strategy. (pp. 2, 12, 19)

Key data

Publication date:	April 2020
Duration:	2020-NK
Number of pages:	37
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

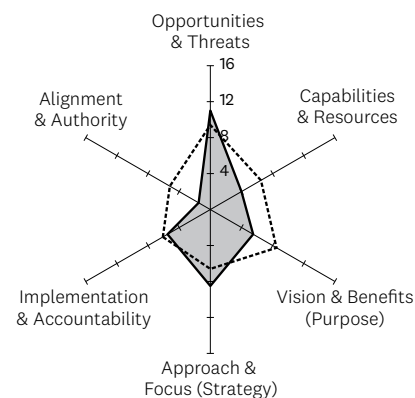
2021 Scoring

Rank:

153= out of 221 GDSs

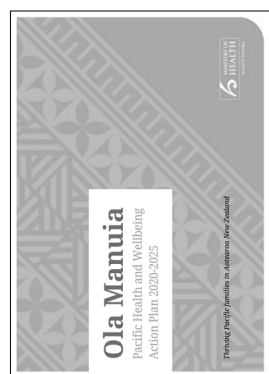
34= out of the 48 GDSs in the Ministry of Health

34= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

Ola Manuia – Pacific Health and Wellbeing Action Plan 2020–2025



Purpose:

'Pacific people lead independent and resilient lives ... live longer in good health ... have equitable health outcomes.' (p. 17)

Strategy (to achieve the purpose):

The approach is three-fold: to strengthen health knowledge and skills of Pacific people to support informed choices about their health and wellbeing; to change the health and disability system to deliver more responsive, more accessible and high-quality services for Pacific families; and to strengthen actions to create environments that improve health equity for Pacific families. (p. 18)

Key data

Publication date:	June 2020
Duration:	2020–2025
Number of pages:	48
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 18
Legislation:	Not applicable

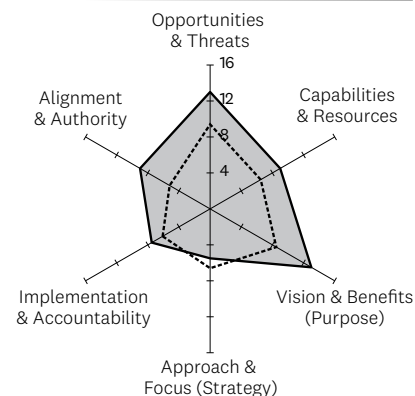
2021 Scoring

Rank:

21= out of 221 GDSs

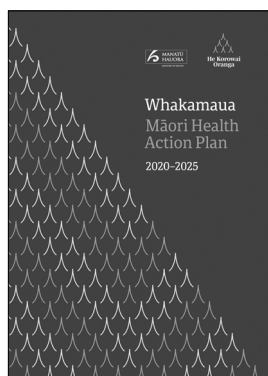
4 out of the 48 GDSs in the Ministry of Health

4 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		57	96

Whakamaua – Māori Health Action Plan 2020–2025



Purpose:

*‘The overall aim of He Korowai Oranga is Pae ora – healthy futures for Māori ... Whānau ora
Healthy families ...
Mauri ora
Healthy individuals ...
Wai ora
Healthy environment.’
(p. 18)*

Strategy (to achieve the purpose):

The approach is to focus on eight priority areas for action: Māori–Crown partnerships; Māori leadership; Māori health and disability workforce; Māori health sector development; cross-sector action; quality and safety; insights and evidence; and performance and accountability. (p. 27)

Key data

Publication date:	July 2020
Duration:	2020–2025
Number of pages:	78
Signed by:	Crown and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 66
Legislation:	Not applicable

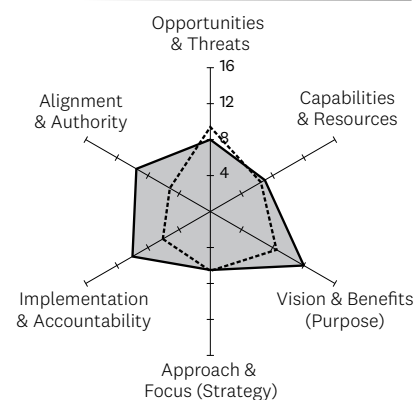
2021 Scoring

Rank:

36= out of 221 GDSs

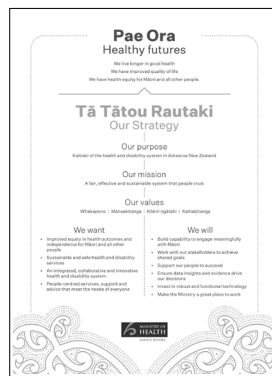
9= out of the 48 GDSs in the
Ministry of Health

9= out of the 48 GDSs in the
Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		53	96

Tā Tātou Rautaki – Our Strategy



Purpose:

'A fair, effective and sustainable [health] system that people trust.'
(p. 1)

Strategy (to achieve the purpose):

The approach is to focus on six areas: build capability to engage meaningfully with Māori, work with stakeholders to achieve shared goals, support Māori to succeed, ensure data insights and evidence drive decisions, invest in robust and functional technology, and make the Ministry a great place to work. (p. 1)

Key data

Publication date:	October 2020
Duration:	2020–NK
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 1
Legislation:	Not applicable

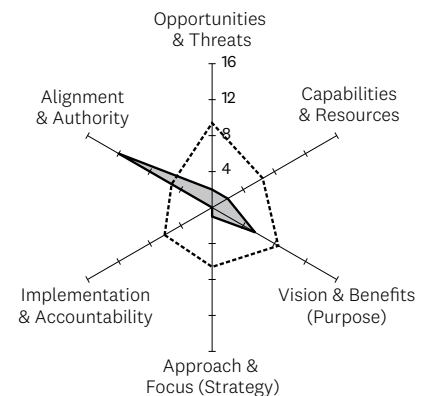
2021 Scoring

Rank:

205= out of 221 GDSs

46 out of the 48 GDSs in the Ministry of Health

46 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	0	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		22.5	96

Kaiāwhina Workforce Action Plan



Purpose:

‘The moemoeā (vision and dream) of the taonga is to enhance mana and evoke a sense of tino-rangatiratanga for all Kaiāwhina [non-regulated roles in the health and disability sector].’ (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on five key priorities, with each priority supported by a set of key actions: building cultural capability, connecting Kaiāwhina, accelerating new ways of working and ecosystem thinking, creating workforce knowledge and data, and supplying and developing the workforce. (pp. 4–8)

Key data

Publication date:	November 2020
Duration:	2020–2025
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Kaiāwhina Workforce Action Plan (2015–2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

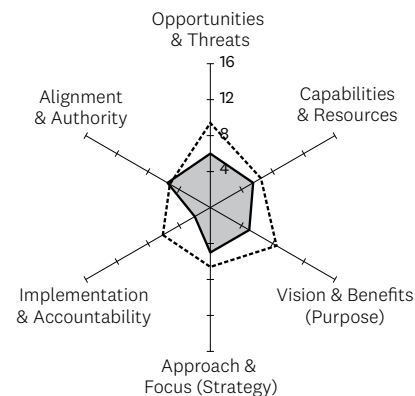
2021 Scoring

Rank:

189= out of 221 GDSs

44 out of the 48 GDSs in the Ministry of Health

44 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		29	96

COVID-19: Kia Kaha, Kia Māia, Kia Ora Aotearoa – Psychological and Mental Wellbeing Plan



Purpose:

'The mental wellbeing framework has a vision of: Pae ora (healthy futures): An equitable and thriving Aotearoa in which mental wellbeing is promoted and protected.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on five areas: build the social, cultural and economic foundations for mental wellbeing, foster community-led solutions, equip whānau and individuals to look after their mental wellbeing, expand primary mental health and addiction support in communities, and strengthen specialist services. (pp. 20, 24, 27, 29, 31)

Key data

Publication date:	December 2020
Duration:	2020–NK
Number of pages:	53
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 7
Legislation:	Not applicable

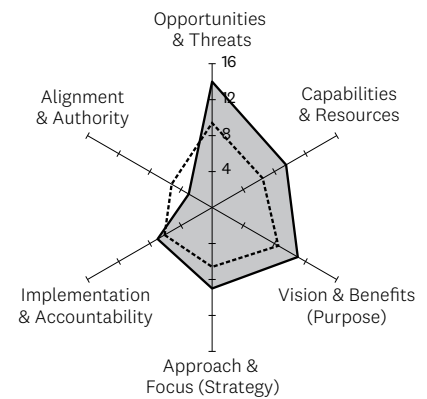
2021 Scoring

Rank:

34= out of 221 GDSs

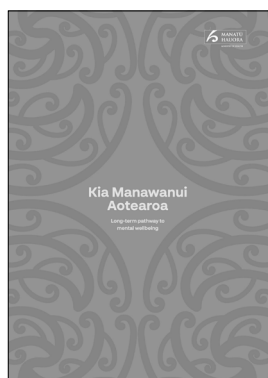
7= out of the 48 GDSs in the Ministry of Health

7= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		53.5	96

Kia Manawanui Aotearoa – Long-term pathway to mental wellbeing



Purpose:

'[P]eople and whānau have their basic needs met, know how to strengthen their own mental wellbeing, and live in communities with diverse, well-integrated avenues for support when and where it is needed.' (p. 8)

Strategy (to achieve the purpose):

The approach is three-fold: a strong government mandate and commitment to transformation; a commitment to a collective approach and joint effort towards a shared vision; and a set of guiding principles that underpin how the Ministry will work, including a strong focus on achieving equity. (p. 32)

Key data

Publication date:	August 2021
Duration:	2021–2031
Number of pages:	76
Signed by:	Crown and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 24
Legislation:	Not applicable

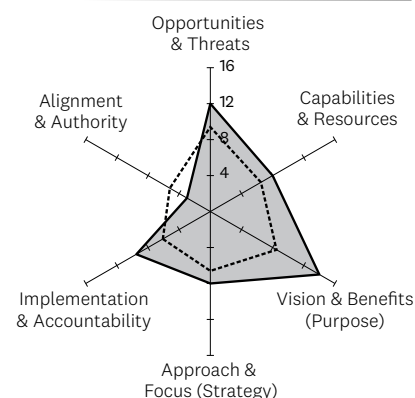
2021 Scoring

Rank:

31= out of 221 GDSs

6 out of the 48 GDSs in the Ministry of Health

6 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	8	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		54.5	96

Data and Information Strategy for Health and Disability: Roadmap 2021–2024



Purpose:

'[C]reate a modern, collaborative, consumer centric and innovative health and disability system.' (p. 4)

Strategy (to achieve the purpose):

The approach is to provide a two-year road map of actions across five priority areas (data foundations; equity and data sovereignty; consumer participation; people and leadership; and data and information accessibility), to be delivered over three time horizons, guiding national and local level action. (pp. 4, 9, 10)

Key data

Publication date:	November 2021
Duration:	2021–2024
Number of pages:	28
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

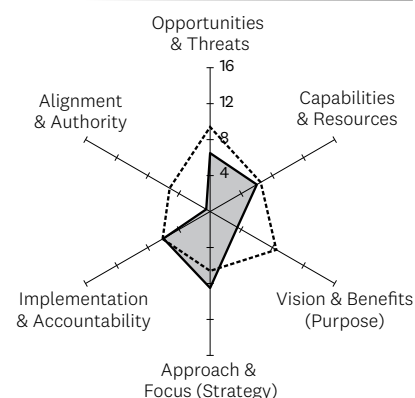
2021 Scoring

Rank:

181= out of 221 GDSs

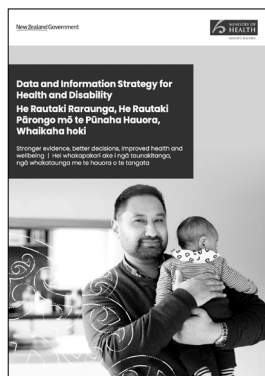
42 out of the 48 GDSs in the Ministry of Health

42 out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	0	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		31	96

Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki



Purpose:

'Ensuring people have access to and control of their own health information is essential, as well as making sure quality data is available for evidence-based decision-making ... better data management, governance and transparency.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on five areas: data foundations; equity and data sovereignty; consumer participation; people and leadership; and data accessibility. (pp. 20–33)

Key data

Publication date:	November 2021
Duration:	2021–NK
Number of pages:	40
Signed by:	Department staff (other than CE) only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

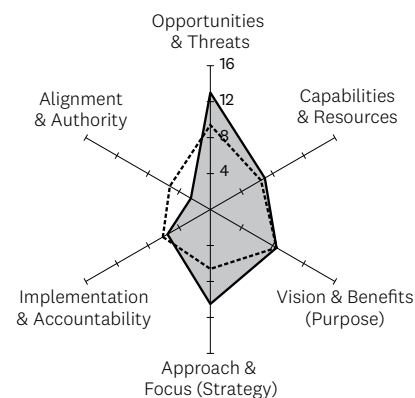
Rank:

85= out of 221 GDSs

18= out of the 48 GDSs in the Ministry of Health

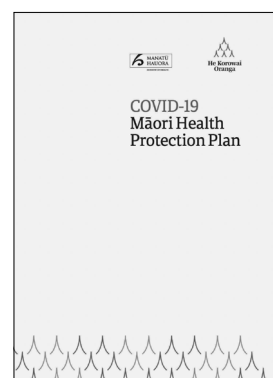
18= out of the 48 GDSs in the Health Sector

— This GDS's score
 Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	3	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		47	96

COVID-19 Māori Health Protection Plan



Purpose:

'[T]o protect the health and wellbeing of whānau, hapū, iwi, and hapori Māori by preventing and mitigating the impacts of COVID-19 on their health and wellbeing.' (p. 13)

Strategy (to achieve the purpose):

The approach is to focus on increasing vaccination coverage among Māori, and building resilience of Māori health and disability service providers to respond to the Delta variant and manage ongoing impacts of COVID-19. (p. 2)

Key data

Publication date:	December 2021
Duration:	2021–NK
Number of pages:	48
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

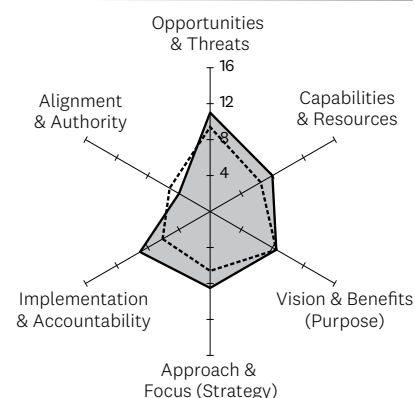
2021 Scoring

Rank:

65= out of 221 GDSs

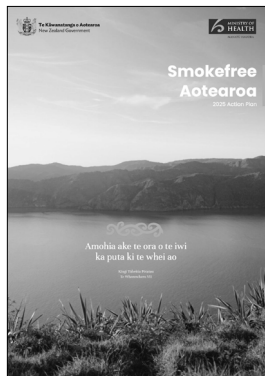
13= out of the 48 GDSs in the Ministry of Health

13= out of the 48 GDSs in the Health Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		49	96

Smokefree Aotearoa 2025 Action Plan



Purpose:

'By 2025, daily smoking prevalence is less than five percent for all population groups in New Zealand.'
(p. 6)

Strategy (to achieve the purpose):

The approach is to focus on six areas: ensure Māori leadership and decision-making at all levels; increase health promotion and community mobilisation; increase evidence-based stop smoking services; reduce the addictiveness and appeal of smoked tobacco products; reduce the availability of smoked tobacco products; and ensure manufacturers, importers and retailers meet their legal obligations. (pp. 16–27)

Key data

Publication date:	December 2021
Duration:	2021–2025
Number of pages:	36
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

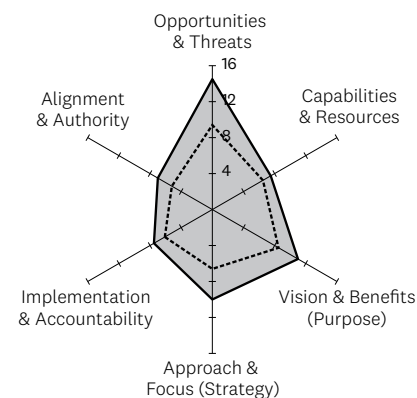
2021 Scoring

Rank:

20 out of 221 GDSs

3 out of the 48 GDSs in the
Ministry of Health

3 out of the 48 GDSs in the
Health Sector



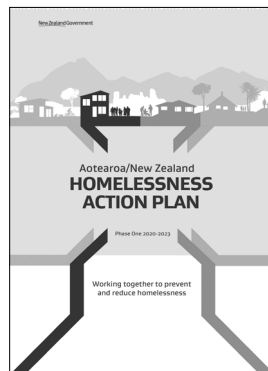
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		57.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 20.

20

**Ministry of Housing and
Urban Development—
Te Tūāpapa Kura Kāinga**

Homelessness Action Plan 2020–2023



Purpose:

'Our vision is that homelessness in New Zealand is prevented where possible, or is rare, brief and non-recurring.'
(p. 1)

Strategy (to achieve the purpose):

The approach is to focus on four areas: prevention, supply, support and system enablers. Under each area there are immediate and longer-term actions such as supporting women leaving prison with safe and stable accommodation, and increasing public housing. (pp. 6–12)

Key data

Publication date:	February 2020
Duration:	2020–2023
Number of pages:	63
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

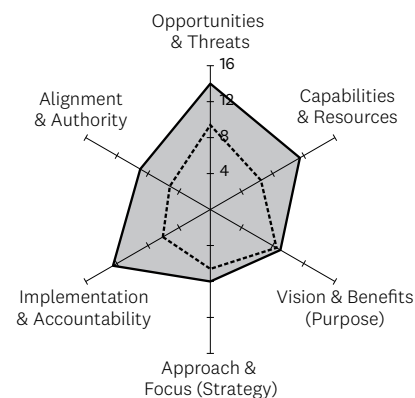
2021 Scoring

Rank:

9 out of 221 GDSs

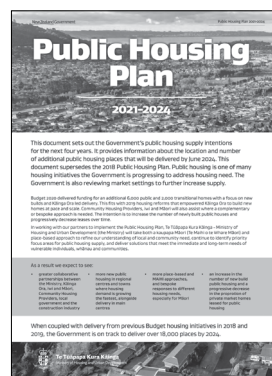
2 out of the 4 GDSs in the Ministry of Housing and Urban Development

2 out of the 26 GDSs in the Social Services and Community Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	3	4
1.2 Does it identify potential threats going forward?	4	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	3.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3 Does it identify current and future resources?	3.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	4.5	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3 Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2 Does it identify a range of strategic options to solve the problem?	2	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	4	4
5.2 Does it identify who will report on its progress?	2	4
5.3 Does it explain how progress will be reported and over what time frames?	3.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	6	6
Total	64	96

Public Housing Plan 2021–2024



Purpose:

'[T]o increase the number of newly built public houses and progressively decrease leases over time.'
(p. 1)

Strategy (to achieve the purpose):

The approach is to identify areas where population growth has exceeded new housing development, leading to rising rents and housing shortfalls. Focus area factors include sharp rise in housing costs, reliance on motels for emergency housing, overcrowding, population increases that have outpaced construction, infrastructure not able to support development and housing deprivation. (p. 5)

Key data

Publication date:	January 2021
Duration:	2021–2024
Number of pages:	6
Signed by:	Not signed
This GDS replaces:	<i>Public Housing Plan</i> (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

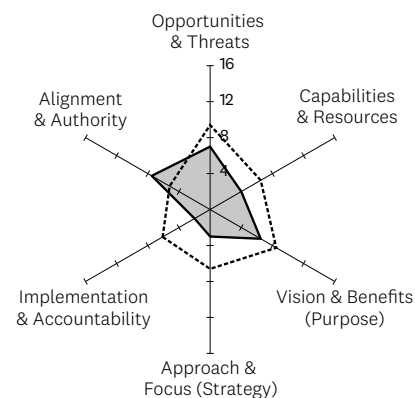
2021 Scoring

Rank:

186= out of 221 GDSs

4 out of the 4 GDSs in the Ministry of Housing and Urban Development

25 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		30	96

Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki – Government Policy Statement on Housing and Urban Development



Purpose:

'[A] multi-decade system strategy for housing and urban development. It will inform, influence and align activity across the system to respond to the challenges we face ... Everyone in Aotearoa New Zealand lives in a home, and within a community that meets their needs and aspirations.' (pp. 5, 6)

Strategy (to achieve the purpose):

The approach is to focus on six areas: ensure more affordable homes are built; ensure houses meet needs; enable people into stable, affordable homes; support whānau to have safe, healthy affordable homes with secure tenure; re-establish housing's primary role as a home rather than a financial asset; and plan and invest in our places. (p. 24)

Key data

Publication date:	September 2021
Duration:	2021–2051
Number of pages:	58
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4–5
Legislation:	Required (see Kāinga Ora–Homes and Communities Act 2019, s 22) and cited in the GDS

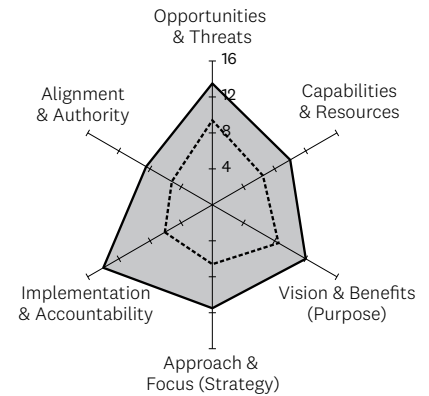
2021 Scoring

Rank:

2 out of 221 GDSs

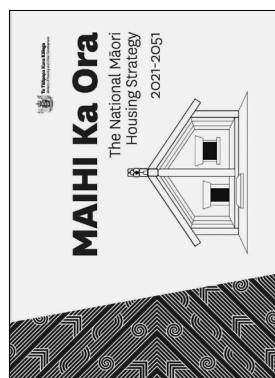
1 out of the 4 GDSs in the Ministry of Housing and Urban Development

1 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	4	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	4	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	4	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		69.5	96

MAIHI Ka Ora – The National Māori Housing Strategy 2021–2051



Purpose:

'It sets an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.' (p. 9)

Strategy (to achieve the purpose):

The approach is to focus on six areas: Māori–Crown partnerships, Māori-led local solutions, Māori housing supply, Māori housing support, Māori housing system, and Māori housing sustainability. (p. 17)

Key data

Publication date:	September 2021
Duration:	2021–2051
Number of pages:	46
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

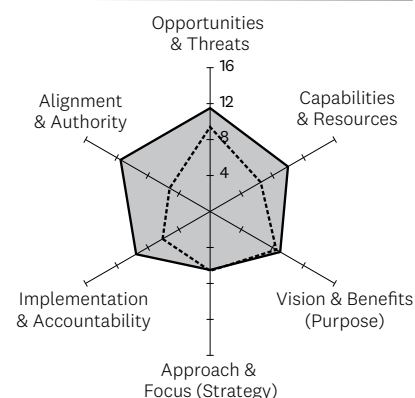
2021 Scoring

Rank:

17= out of 221 GDSs

3 out of the 4 GDSs in the Ministry of Housing and Urban Development

3 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		58	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 21.

21

Ministry of Justice—
Tāhū o te Ture

Our Māori Strategy – Te Haerenga



Purpose:

'[O]verarching organisational strategy that brings greater coordination and focus for our work with Māori and iwi and hapū ... Our target is to reduce Māori reoffending by 25% by 2025.' (pp. iii, 3)

Strategy (to achieve the purpose):

The approach is to build on three pou (posts) – MoJ, the Crown and non-Crown agencies, and iwi/Māori – and to focus on five areas: organisational capability, service design and delivery, policy development and advice, inter-agency collaboration and iwi/Māori relationships. (p. 6)

Key data

Publication date:	September 2017
Duration:	2017-2022
Number of pages:	17
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

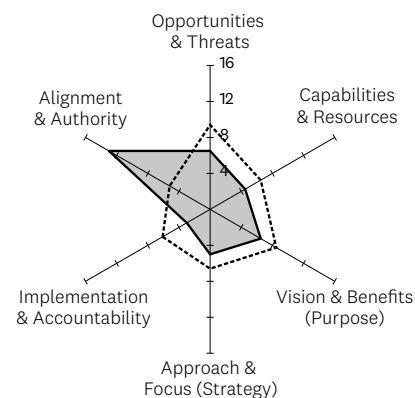
2021 Scoring

Rank:

141= out of 221 GDSs

1 out of the 1 GDSs in the Ministry of Justice

4= out of the 6 GDSs in the Justice Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		38.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the page number.

22

Ministry of Māori
Development—
Te Puni Kōkiri

Maihi Karauna – The Crown's Strategy for Māori Language Revitalisation 2019–2023



Purpose:

'[T]he revitalisation of te reo Māori ... By 2040, 85 per cent of New Zealanders (or more) will value te reo Māori as a key element of national identity ... By 2040, one million New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori ... By 2040, 150,000 Māori aged 15 and over will use te reo Māori as much as English.' (pp. 7, 11–14)

Strategy (to achieve the purpose):

The approach is for government, in partnership with Māori, to advance the revitalisation of te reo Māori by increasing its value and demand, improving learning capabilities, and providing opportunities to engage in its use in conjunction with the Maihi Māori strategy. This includes preparing a full cross-government implementation plan by September 2019 and reviewing the strategy before it expires in 2023. (p. 37)

Key data

Publication date:	February 2019
Duration:	2019–2023
Number of pages:	48
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 21
Legislation:	Required (see Te Ture mō Te Reo Māori 2016 – Māori Language Act 2016, s 10) and cited in the GDS

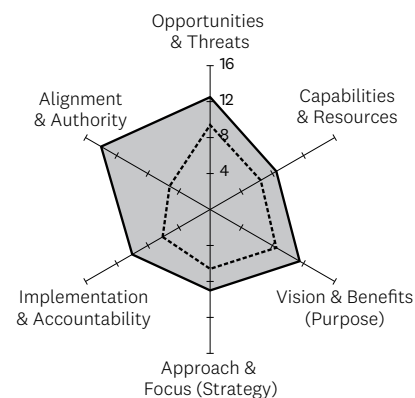
2021 Scoring

Rank:

6= out of 221 GDSs

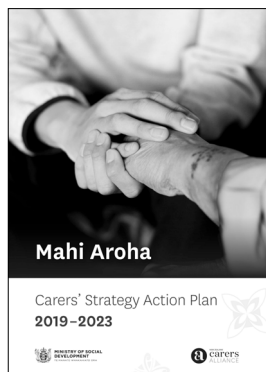
1 out of the 4 GDSs in the Ministry of Māori Development—Te Puni Kōkiri

1 out of the 4 GDSs in the Māori Affairs Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		65.5	96

Mahi Aroha: Carers' Strategy Action Plan 2019–2023



Purpose:

'An action plan that recognises, values, and supports carers is an investment in New Zealand's future.' (p. 6)

Strategy (to achieve the purpose):

The approach is to address key priorities identified by carers and the Government, by creating and implementing five-year action plans. The ongoing issues include the need for respite, support when things are not going well, assistance with the increasing financial pressures of caring, and a desire for greater carer choice and flexibility. (p. 6)

Key data

Publication date:	December 2019
Duration:	2019–2023
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoE, MoH, MSD and OT
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

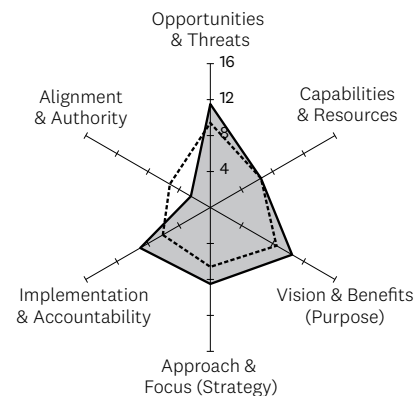
2021 Scoring

Rank:

71= out of 221 GDSs

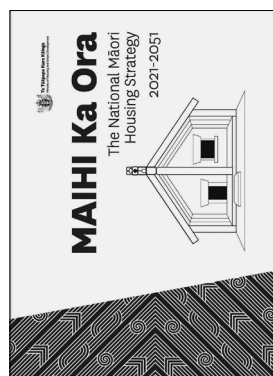
3 out of the 4 GDSs in the Ministry of Māori Development—Te Puni Kōkiri

3 out of the 4 GDSs in the Māori Affairs Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

MAIHI Ka Ora – The National Māori Housing Strategy 2021–2051



Purpose:

'It sets an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.' (p. 9)

Strategy (to achieve the purpose):

The approach is to focus on six areas: Māori–Crown partnerships, Māori-led local solutions, Māori housing supply, Māori housing support, Māori housing system, and Māori housing sustainability. (p. 17)

Key data

Publication date:	September 2021
Duration:	2021–2051
Number of pages:	46
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	HUD
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

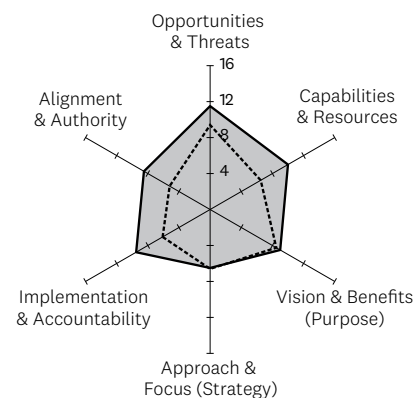
2021 Scoring

Rank:

28= out of 221 GDSs

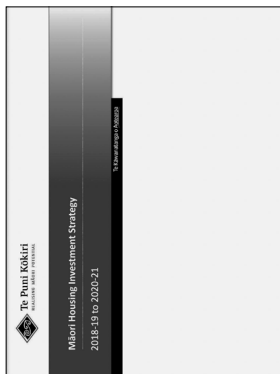
2 out of the 4 GDSs in the Ministry of Māori Development—Te Puni Kōkiri

2 out of the 4 GDSs in the Māori Affairs Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		55	96

Māori Housing Investment Strategy 2018–19 to 2020–21



Purpose:

'[T]o target its kāinga investment to support the aspirations and needs of whānau, hapū and iwi over the next three years.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on three key areas: improving the quality of housing for whānau; supporting papakāinga (Māori land) development and activities to help Māori into affordable housing; and building the capability of whānau, hapū and iwi, and rūpū, to respond to Māori housing aspirations. (p. 12)

Key data

Publication date:	2018
Duration:	2018–2021
Number of pages:	13
Signed by:	Crown only
This GDS replaces:	<i>Māori Housing Network Investment Strategy</i> (2015)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 12
Legislation:	Not applicable

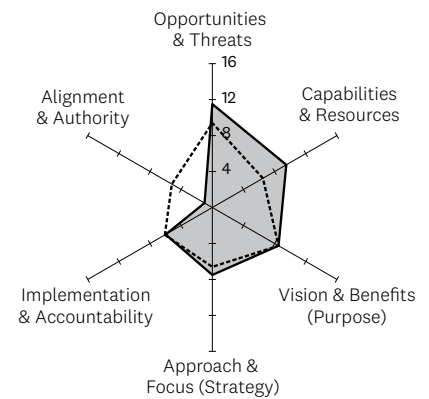
2021 Scoring

Rank:

106= out of 221 GDSs

4 out of the 4 GDSs in the Ministry of Māori Development—Te Puni Kōkiri

4 out of the 4 GDSs in the Māori Affairs Sector



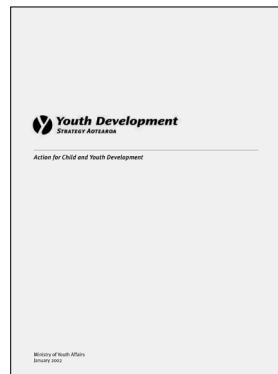
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		44	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned below the number 23.

23

**Ministry of Social
Development—
Te Manatū
Whakahiato Ora**

Youth Development Strategy Aotearoa



Purpose:

'All young people have opportunities to establish positive connections to their key social environments ... Government policy and practice reflect a positive youth development approach ... All young people have access to a range of youth development opportunities.' (p. 8)

Strategy (to achieve the purpose):

The approach is to adopt a goals framework, outlining a list of actions to achieve each of the four goals identified. Examples of actions include: promoting youth-led initiatives that educate and inform young people about the importance of strong connections to the key social environments, and encouraging training for young people on boards of trustees and student councils. (pp. 25–39)

Key data

Publication date:	January 2002
Duration:	2002–NK
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

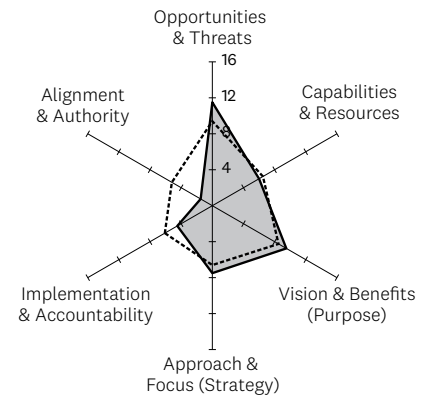
Rank:

131= out of 221 GDSs

12= out of the 18 GDSs in the Ministry of Social Development

17= out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
 Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	4	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		40.5	96

Disability Strategy 2016–2026



Purpose:

'New Zealand is a non-disabling society – a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen.' (p. 6)

Strategy (to achieve the purpose):

The approach is to use a dual pathway strategy to achieve the eight desired outcomes. For example, outcome 8 is leadership, and actions include that disabled people are recognised as experts in their own lives and people in leadership roles in the public, private and not-for-profit Sectors will be supported to see themselves as allies to the disability community. The strategy also contains a detailed timeline. (pp. 39, 46)

Key data

Publication date:	November 2016
Duration:	2016–2026
Number of pages:	52
Signed by:	Crown only
This GDS replaces:	<i>Disability Strategy (2001)</i> , originally held by MoH
Jointly held with:	MoH
Transferred from:	Not applicable
Strategy map:	Yes, pp. 8, 22
Legislation:	Required (see New Zealand Public Health and Disability Act 2000, s 8(2)) and cited in the GDS

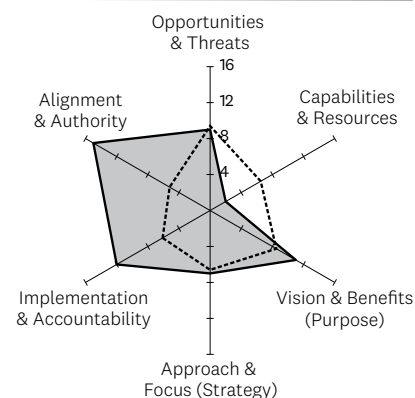
2021 Scoring

Rank:

24= out of 221 GDSs

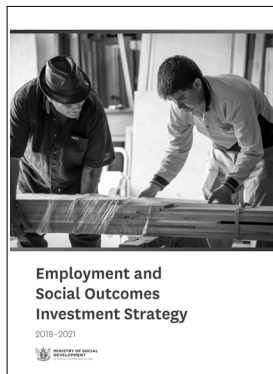
1 out of the 18 GDSs in the Ministry of Social Development

4 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		56	96

Employment and Social Outcomes Investment Strategy



Purpose:

'[T]o achieve the best possible employment and social outcomes for people receiving, or who are likely to receive, a working-age benefit.' (p. 7)

Strategy (to achieve the purpose):

The approach is to focus on seven priority areas: increasing effectiveness of support to enhance the employment potential of young people; embedding approaches that are more effective for Māori into all services; increasing effectiveness of employment support for people with health conditions or disabilities; expanding employment support to all clients with dependent children; improving the sustainability of employment outcomes; better aligning education and training towards sustainable employment; and enhancing the regional focus to better support regional employment growth opportunities. (pp. 14–27)

Key data

Publication date:	October 2018
Duration:	2018–2022
Number of pages:	32
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

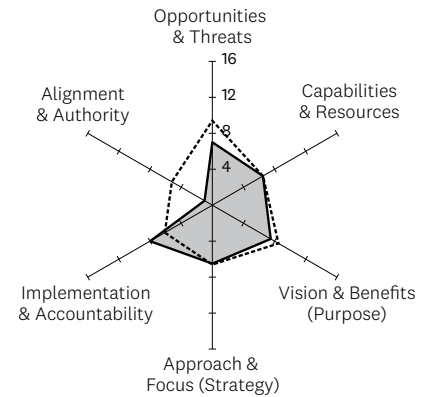
Rank:

150= out of 221 GDSs

16 out of the 18 GDSs in the Ministry of Social Development

21 out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36.5	96

New Zealand Sign Language Strategy 2018–2023



Purpose:

'[T]o enable Deaf and other NZSL users to learn and use NZSL naturally within a community of users, contributing significantly to its survival, sustainability and vitality.' (p. 5)

Strategy (to achieve the purpose):

The approach is to focus on five internationally recognised language planning priorities: acquisition (the learning of a language by children and adults); use/access (the ability to use a language in any or all domains of society, including within whānau); attitude (the beliefs and opinions of language users and others towards that language); documentation (the systematic recording of language use for research and reference); and status (how a language is regarded by its users and others). (pp. 12–16)

Key data

Publication date:	October 2018
Duration:	2018–2023
Number of pages:	25
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

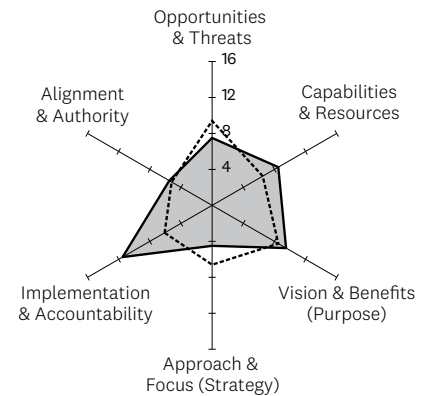
2021 Scoring

Rank:

85= out of 221 GDSs

7 out of the 18 GDSs in the Ministry of Social Development

12 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		47	96

Te Pae Tata Māori Strategy and Action Plan



Purpose:

‘To embed a Māori world view into our organisation that will honour our commitment as a Te Tiriti o Waitangi partner and prioritise the needs of whānau.’ (p. 7)

Strategy (to achieve the purpose):

The approach is to focus on three key shifts: mana manaaki (a positive experience every time – earning the respect and trust of Māori); kotahitanga (partnering for greater impact – forming genuine partnerships with Māori; and kia takatū tātou (supporting long term social and economic development – supporting Māori aspirations). (p. 11)

Key data

Publication date:	June 2019
Duration:	2019–NK
Number of pages:	28
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

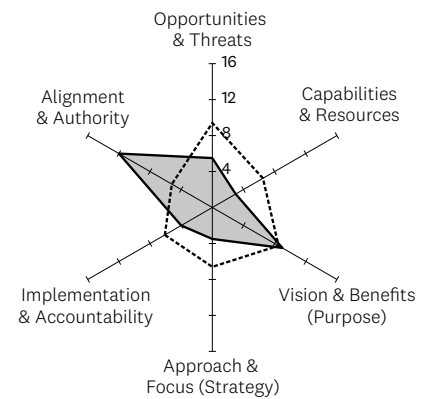
2021 Scoring

Rank:

149 out of 221 GDSs

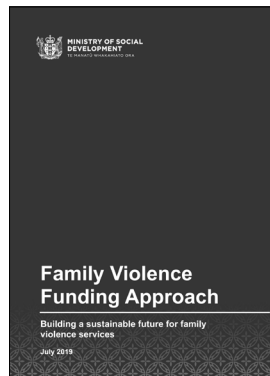
15 out of the 18 GDSs in the Ministry of Social Development

20 out of the 26 GDSs in the Social Services and Community Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	2.5	4
1.2 Does it identify potential threats going forward?	1	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	1.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3 Does it identify current and future resources?	0	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3 Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2 Does it identify a range of strategic options to solve the problem?	0	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	3	4
5.2 Does it identify who will report on its progress?	0	4
5.3 Does it explain how progress will be reported and over what time frames?	0.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	6	6
Total	37	96

Family Violence Funding Approach



Purpose:

'[A] future where providers are sustainably funded and services are whānau-centred, outcomes-focused and integrated.'
(p. 4)

Strategy (to achieve the purpose):

The approach is to focus on four priorities: having a whānau-centred approach to service delivery; setting sights on long-term recovery; giving communities universal support, how and when they need it; and giving regions more support. (pp. 15–18)

Key data

Publication date:	July 2019
Duration:	2019–2022
Number of pages:	26
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

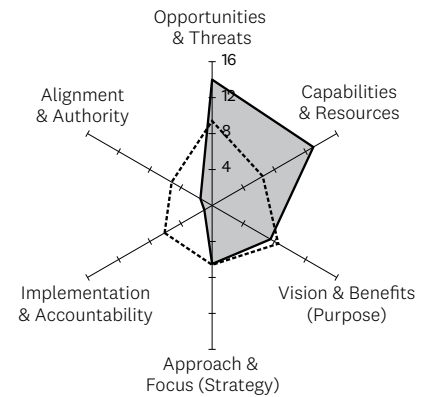
2021 Scoring

Rank:

110= out of 221 GDSs

10 out of the 18 GDSs in the Ministry of Social Development

15 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		43.5	96

Pacific Prosperity: Our People, Our Solutions, Our Future



Purpose:

‘To rejuvenate the Ministry’s delivery and engagement of services for Pacific peoples, families and communities, so they are safe, thrive and flourish in Aotearoa.’ (p. 13)

Strategy (to achieve the purpose):

The approach is to focus on three communities: Pacific peoples and families; staff and people who are providing services on behalf of the Ministry; and communities. Examples of actions include improving access to healthy and sustainable housing; improving current information capture, reporting and sharing processes; and better articulating the meaning of a ‘Pacific provider service’. (pp. 18–19)

Key data

Publication date:	October 2019
Duration:	2019–NK
Number of pages:	24
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

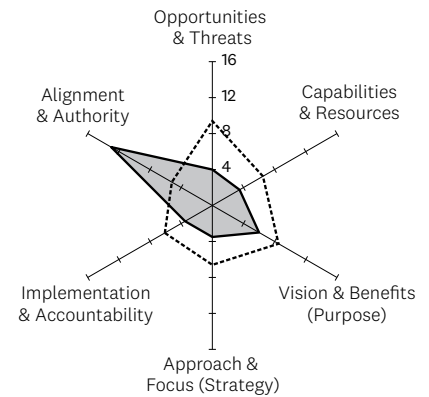
Rank:

170 out of 221 GDSs

17 out of the 18 GDSs in the Ministry of Social Development

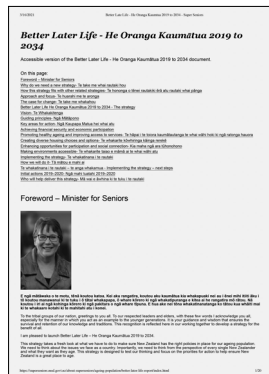
22 out of the 26 GDSs in the Social Services and Community Sector

— This GDS’s score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department’s SOI?	6	6
6.3	Does it align with its department’s annual report?	6	6
Total		33.5	96

Better Late Life – He Oranga Kaumātua 2019 to 2034 – Super Seniors



Purpose:

'New Zealand embraces the opportunities that an ageing population and longevity brings.' (p. 2)

Strategy (to achieve the purpose):

The approach is to focus on five key areas, and within each area, a set of goals and actions. The areas are achieving financial security and economic participation; promoting healthy ageing and improving access to services; creating diverse housing choices and options; enhancing opportunities for participation and social connection; and making environments accessible. (p. 11)

Key data

Publication date:	November 2019
Duration:	2019–2034
Number of pages:	20
Signed by:	Crown only
This GDS replaces:	<i>Positive Ageing Strategy</i> (2001)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

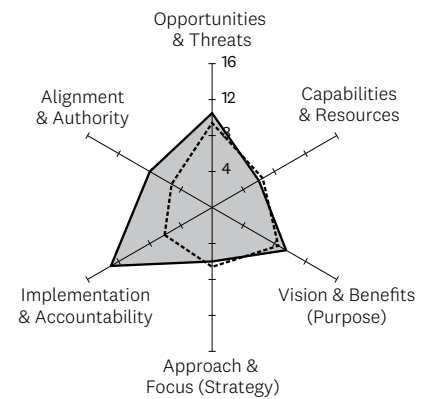
2021 Scoring

Rank:

36= out of 221 GDSs

3 out of the 18 GDSs in the Ministry of Social Development

6= out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		53	96

Disability Action Plan 2019–2023



Purpose:

‘To deliver the eight outcomes in the New Zealand Disability Strategy 2016–2026.’ (p. 3)

Strategy (to achieve the purpose):

The approach is to develop work programmes, and work with government agencies and their partners. All parties are expected to be responsive to the needs and potential of all disabled people, including Māori; Pacific peoples; women and girls; disabled people with complex needs; and whānau. (pp. 4–5)

Key data

Publication date:	November 2019
Duration:	2019–2023
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	<i>Disability Action Plan</i> (2014–2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 8–9
Legislation:	Not applicable

2021 Scoring

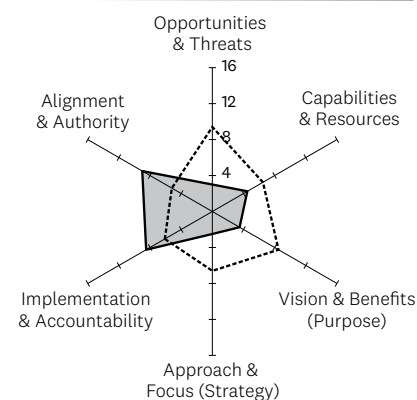
Rank:

181= out of 221 GDSs

18 out of the 18 GDSs in the Ministry of Social Development

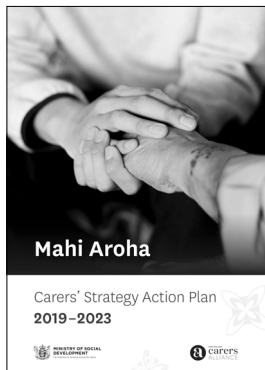
24 out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	1	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		31	96

Mahi Aroha: Carers' Strategy Action Plan 2019–2023



Purpose:

'An action plan that recognises, values, and supports carers is an investment in New Zealand's future.' (p. 6)

Strategy (to achieve the purpose):

The approach is to address key priorities identified by carers and the Government, by creating and implementing five-year action plans. The ongoing issues include the need for respite, support when things are not going well, assistance with the increasing financial pressures of caring, and a desire for greater carer choice and flexibility. (p. 6)

Key data

Publication date:	December 2019
Duration:	2019–2023
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoE, MoH, OT and TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

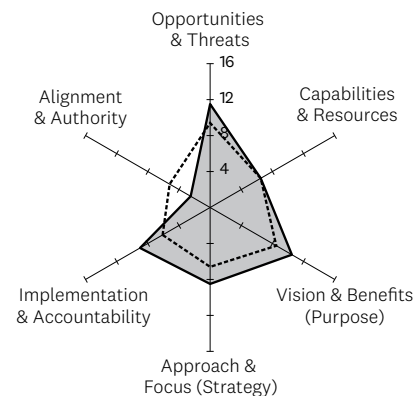
2021 Scoring

Rank:

71= out of 221 GDSs

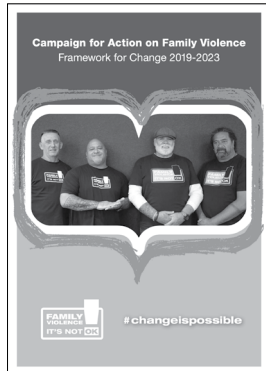
4 out of the 18 GDSs in the Ministry of Social Development

8= out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

Campaign for Action on Family Violence: Framework for change 2019–2023



Purpose:

'A safer New Zealand, where more men are violence free.' (p. 9)

Strategy (to achieve the purpose):

The approach is to motivate and support long-term behaviour change and prevent intimate partner violence by disrupting and addressing some of the factors that are identified as root causes or drivers of harm, or are reinforcing factors. (p. 9)

Key data

Publication date:	June 2020
Duration:	2019–2023
Number of pages:	44
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 9–10
Legislation:	Not applicable

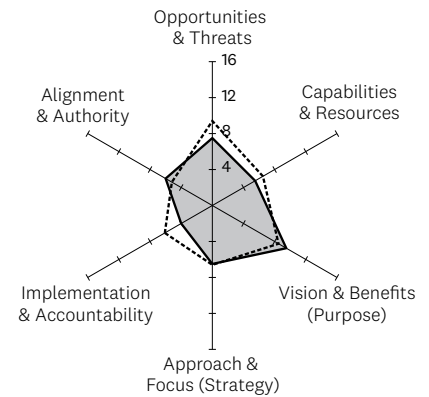
2021 Scoring

Rank:

138= out of 221 GDSs

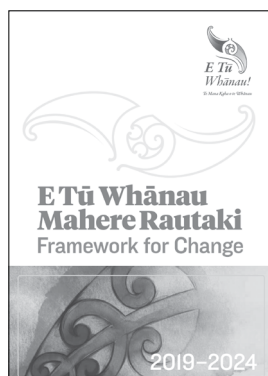
14 out of the 18 GDSs in the Ministry of Social Development

19 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		39	96

E Tū Whānau Mahere Rautaki: Framework for Change 2019–2024



Purpose:

'Whānau are self-managing and resilient ... connected and feel like they belong ... have positive relationships in Te Ao Māori ... feel safe in their homes and communities ... are living healthy lifestyles ... are strengthened and participating in society [and] ... have increased economic independence and rangatiratanga.' (p. 11)

Strategy (to achieve the purpose):

The approach is for MSD to support kaupapa Māori approaches: Te mana kaha o te whānau (power and strength of whānau), honouring and invoking Māori principles/values (culturally responsive engagement/delivery), community-led solutions and action supported by government, and drawing on indigenous knowledge and evidence. (p. 4)

Key data

Publication date:	June 2020
Duration:	2019–2024
Number of pages:	64
Signed by:	Crown only
This GDS replaces:	<i>E Tu Whānau Programme of Action for Addressing Family Violence 2013 – 2018 (2013)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

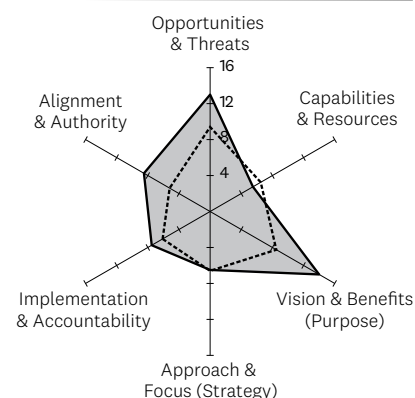
2021 Scoring

Rank:

28= out of 221 GDSs

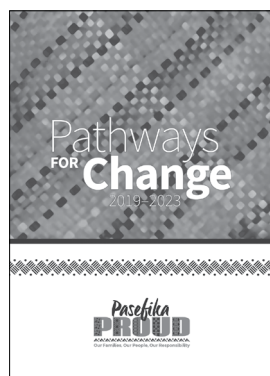
2 out of the 18 GDSs in the Ministry of Social Development

5 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	8	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		55	96

Pathways for Change 2019–2023



Purpose:

'Pacific families and communities are safe, resilient and enjoy wellbeing.' (p. 9)

Strategy (to achieve the purpose):

The approach is to support Pasifika community groups to identify their own issues and solutions, lead positive change and strengthen their capabilities to achieve these goals. (pp. 28–29)

Key data

Publication date:	June 2020
Duration:	2019–2023
Number of pages:	51
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4–5
Legislation:	Not applicable

2021 Scoring

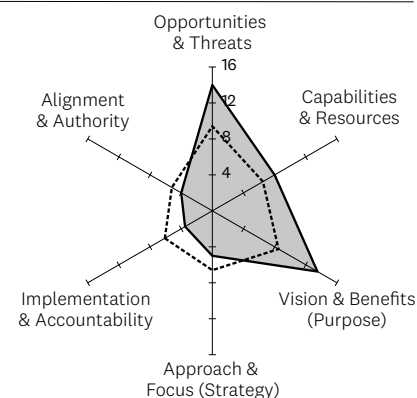
Rank:

78= out of 221 GDSs

5 out of the 18 GDSs in the Ministry of Social Development

10 out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
- - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	4	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48	96

Elder Abuse in Aotearoa 2020



Purpose:

'[A]n Aotearoa where older people are supported to live abuse free and the prevalence of elder abuse and neglect is reduced. We also want all people who need and want help with elder abuse to be able to access support.' (p. 10)

Strategy (to achieve the purpose):

The approach is for the strategy to be implemented in three phases, focusing first on stabilising, then strengthening, and finally growing the response services to deliver on long term and sustainable solutions to reduce the occurrence of elder abuse. (p. 13)

Key data

Publication date:	July 2020
Duration:	2020–NK
Number of pages:	25
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

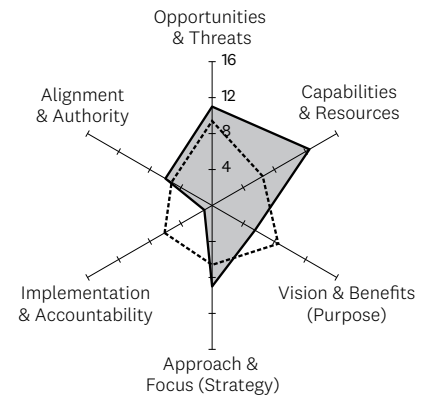
2021 Scoring

Rank:

99= out of 221 GDSs

9 out of the 18 GDSs in the Ministry of Social Development

14 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3.5	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		45	96

Working Matters: An Action Plan to ensure disabled people and people with health conditions have an equal opportunity to access employment



Purpose:

'[T]o help ensure disabled people and people with health conditions have an equal opportunity to access good work.' (p. 14)

Strategy (to achieve the purpose):

The approach is to focus on three objectives (supply, match, and demand) and to implement a range of specific actions. Areas of action identified are: education and training, apprenticeships and internships, referral pathways, employment services, partnerships with employers, information, workplace health and safety, state sector exemplars and future of work. (p. 14)

Key data

Publication date:	July 2020
Duration:	2020-2022
Number of pages:	15
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

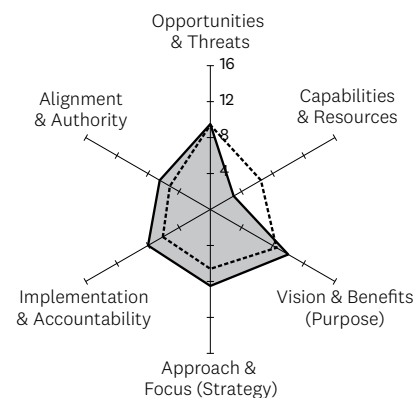
Rank:

98 out of 221 GDSs

8 out of the 18 GDSs in the Ministry of Social Development

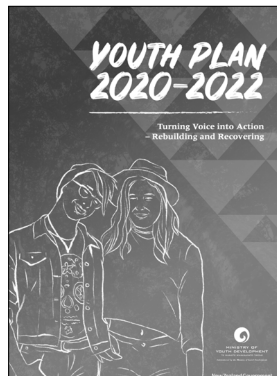
13 out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		45.5	96

Youth Plan 2020–2022



Purpose:

'[T]o mitigate the impacts of COVID-19 for rangatahi. [young people].' (p. 3)

Strategy (to achieve the purpose):

The approach is to focus on the perspectives, experiences and outcomes of four priority groups aged 17–24: rangatahi Māori, Pacific young people, rainbow young people and disabled young people. The actions aim to connect rangatahi to people, places or activity. (pp. 7–8)

Key data

Publication date:	July 2020
Duration:	2020–2022
Number of pages:	28
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

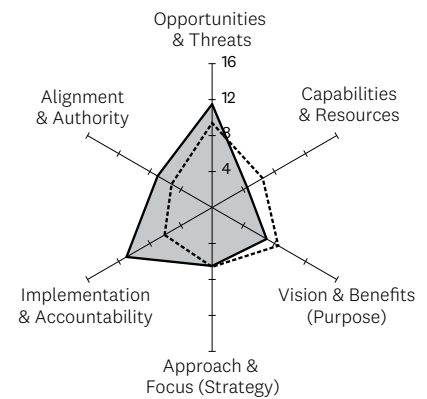
2021 Scoring

Rank:

81= out of 221 GDSs

6 out of the 18 GDSs in the Ministry of Social Development

11 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		47.5	96

Social Sector Commissioning

Social Sector Commissioning

Progress, Principles and Next Steps

Purpose:

'An effective and sustainable social sector ... The social sector is a diverse collection of organisations delivering and funding social services across the country, with a shared goal of improving wellbeing and equity of outcomes.' (pp. 2, 4)

Strategy (to achieve the purpose):

The approach is to implement 10 actions, which have been grouped under two objectives: working to improve the sustainability and transparency of funding, and working to support choice, partnership and learning. (pp. 30–31)

Key data

Publication date:	August 2020
Duration:	2020–NK
Number of pages:	34
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

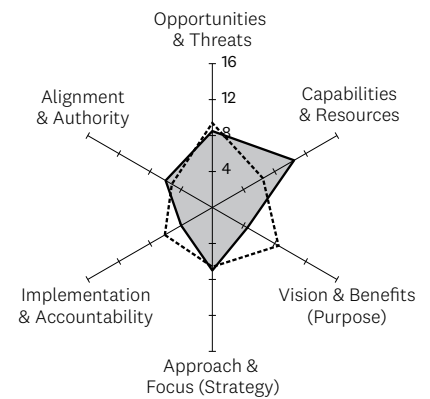
Rank:

131= out of 221 GDSs

12= out of the 18 GDSs in the Ministry of Social Development

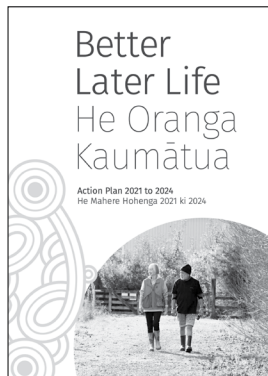
17= out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
- - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	3	6
Total		40.5	96

Better Later Life Action Plan – He Oranga Kaumātua: Action plan 2021–2024



Purpose:

Support 'older workers to use their skills and experience and [enable] employers to build a resilient, multigenerational workforce ... [ensure] there are a wide range of safe, secure and affordable options that meet older peoples' needs ... [enable] older people to embrace technology and [ensure] everyone can access essential services.' (p. 9)

Strategy (to achieve the purpose):

The approach is to prioritise employment for older workers to enhance financial security and greater participation in the economy; increase supply of accessible, safe and affordable housing for older people; and increase digital inclusion so older people can access public services and have social connections. (pp. 18–22)

Key data

Publication date:	September 2021
Duration:	2021–2024
Number of pages:	28
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

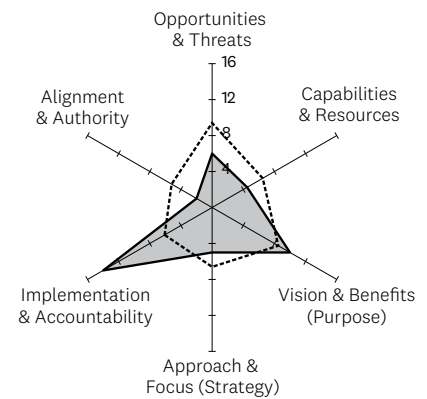
2021 Scoring

Rank:

127= out of 221 GDSs

11 out of the 18 GDSs in the Ministry of Social Development

16 out of the 26 GDSs in the Social Services and Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	3.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	4	4
5.3	Does it explain how progress will be reported and over what time frames?	4	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		41.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 24.

24

Ministry of Transport—
Te Manatū Waka

National Airspace Policy of New Zealand



Purpose:

'[P]romote a safe and capable airspace and air navigation system both within New Zealand and the international airspace it manages, that measures up to international safety standards and best practices, and contributes to economic growth through efficiency gains.' (p. 7)

Strategy (to achieve the purpose):

The approach is for the Civil Aviation Authority to develop a National Airspace and Air Navigation Plan. Aspects to be incorporated in the planning process include the airspace classification and designation, air traffic management, communications/navigation/surveillance, meteorology, aerodromes, and aeronautical information management. (pp. 3, 6)

Key data

Publication date:	April 2012
Duration:	2012–NK
Number of pages:	10
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

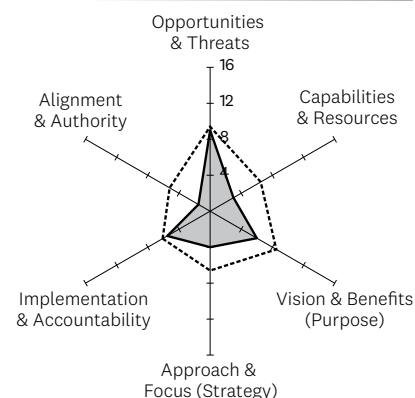
2021 Scoring

Rank:

189= out of 221 GDSs

9 out of the 10 GDSs in the Ministry of Transport

29 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		29	96

International Air Transport Policy

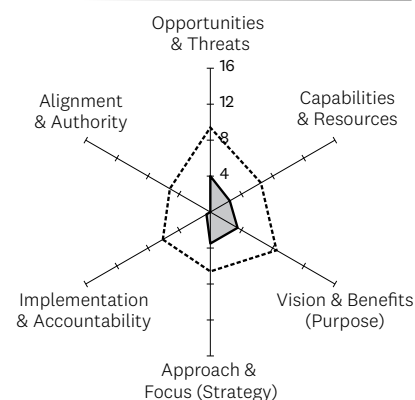
2021 Scoring

Rank:

218 out of 221 GDSs

10 out of the 10 GDSs in the Ministry of Transport

31 out of the 32 GDSs in the Economic Development and Infrastructure Sector



New Zealand International Air Transport Policy – August 2012

Objective

The objective of New Zealand's international air transport policy is to help give the economy and achieve greater prosperity, security and opportunities for New Zealanders. This will be achieved by seeking opportunities for New Zealand interest and foreign airlines to provide their services with reciprocal convenience to the rest of the world, while facilitating increased trade and services (including tourism).

Implementation

New Zealand will pursue a policy of putting in place reciprocal open skies agreements, except where it is not in the best interests of the country as a whole.

Where the other party will not agree to open skies agreements, we will seek to put in place the most favourable of all services arrangements that is in New Zealand's overall best interests, both in the short and long term.

In doing this we will recognise the benefit to New Zealand that new or additional services by overseas airlines can bring, while ensuring that New Zealand-based airlines have a fair and equal opportunity to compete. We will also recognise the value of a strong and competitive New Zealand-based aviation industry.

We will consider, on a case-by-case basis, granting approval for extra-territorial services pending the putting in place of other or reciprocal air services arrangements. These approvals will be provided where this is demonstrated to be in New Zealand's best interests and on the basis that such arrangements may be withdrawn if New Zealand's interests are not adequately protected or where it is not in the national or long-term interests of New Zealand.

Over the five years to June 2017, we will give favourable consideration to authorising operations by foreign airlines into Christchurch ahead of negotiations, to reduce barriers to entry as the region recovers from the 2011/12 earthquakes.

Elements of Air Services Arrangements

When open skies is demonstrated to be in the country's best interests, New Zealand will continue to seek to put in place agreements that provide for:

- no restrictions on routes, capacity or traffic rights (including 1st freedom and cabotage);
- 1st and 2nd freedom rights;
- no regulation of tariffs, except in price and competition matters;
- flexible arrangements for granting operating authorisations following receipt of designation;
- continued facilitating regulatory cooperation by civil aviation authorities on matters such as trade in aviation goods and services.

Purpose:

'[P]utting in place reciprocal open skies agreements, except where it is not in the best interests of the country as a whole.' (p. 1)

Strategy (to achieve the purpose):

The approach is to continue to engage in multilateral and regional initiatives where these are consistent with the thrust of the policy, including enhancing links at a regional level with the Association of Southeast Asian Nations (ASEAN), and continuing to monitor aero-political and commercial developments to assess when a resumption of negotiations with the European Commission might prove desirable. (p. 3)

Key data

Publication date:	August 2012
Duration:	2012–NK
Number of pages:	3
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	0.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	0.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0.5	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		14	96

Framework for Shaping our Transport System



Purpose:

'The purpose of the transport system is to improve people's wellbeing, and the liveability of places.' (p. 3)

Strategy (to achieve the purpose):

The approach is to focus on five areas: inclusive access, economic prosperity, healthy and safe people, environmental sustainability, and resilience and security. (pp. 4–6)

Key data

Publication date:	June 2018
Duration:	2018–NK
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

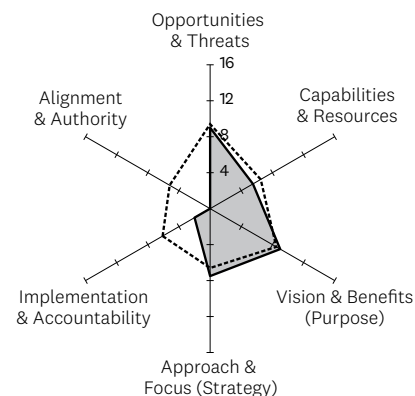
2021 Scoring

Rank:

171= out of 221 GDSs

7 out of the 10 GDSs in the Ministry of Transport

24= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		33	96

Taking Flight: An Aviation System for the Automated Age [Drone Integration Paper]



Purpose:

'Our vision is to enable a thriving, innovative and safe drone sector.' (p. 1)

Strategy (to achieve the purpose):

The approach is to focus on four building blocks to achieve safe drone integration. The four building blocks are: regulation; funding and investment; infrastructure and technology (such as transponders, ground stations, transport connections and drone ports); and research and development. Each building block is to have proposed actions and timeframes. (pp. 10–11)

Key data

Publication date:	July 2019
Duration:	2019–NK
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

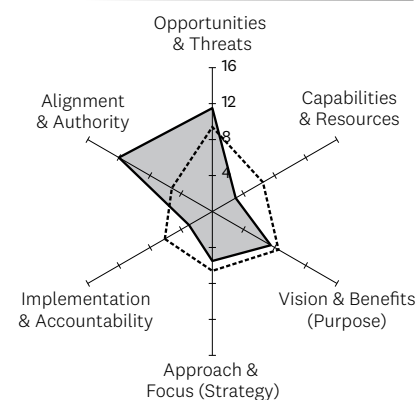
2021 Scoring

Rank:

120= out of 221 GDSs

6 out of the 10 GDSs in the Ministry of Transport

15 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	4	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		42.5	96

Hei Arataki – Ministry of Transport Māori Strategy



Purpose:

‘A transport system that enables Māori to flourish.’
(p. 1)

Strategy (to achieve the purpose):

The approach focuses on three goals: strengthen the cultural capabilities of staff so they can better engage with Māori partners, form long-lasting partnerships, and embed tikanga Māori into policy design and advice to deliver outcomes for Māori. (p. 1)

Key data

Publication date:	September 2019
Duration:	2019–2023
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

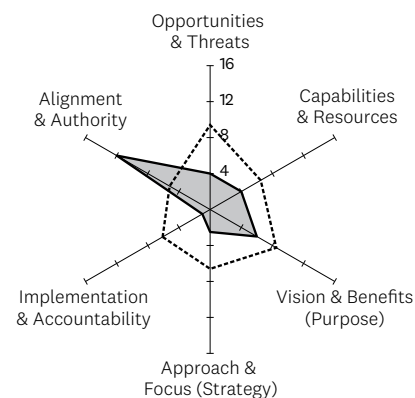
2021 Scoring

Rank:

188 out of 221 GDSs

8 out of the 10 GDSs in
the Ministry of Transport

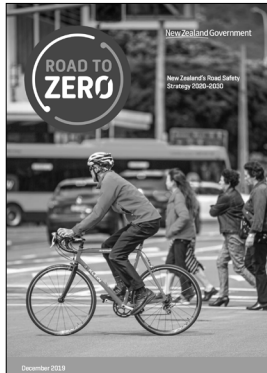
28 out of the 32 GDSs in the
Economic Development and
Infrastructure Sector



— This GDS's score
- - - Average GDS score

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	3	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	6	6
Total		29.5	96

Road to Zero – New Zealand's Road Safety Strategy 2020–2030



Purpose:

'[N]o one is killed or seriously injured in road crashes. It is based on Vision Zero – a global movement that has seen significant decreases in road trauma in Sweden, New York and parts of Australia.' (p. 20)

Strategy (to achieve the purpose):

The approach is to aim for a 40 percent reduction in deaths and serious injuries by 2030. The target will be achieved by focusing on five key areas: infrastructure improvements and speed management; vehicle safety; work-related road safety; road user choices; and system management. This strategy will be supported by a series of action plans over the next 10 years. (pp. 5, 7)

Key data

Publication date:	December 2019
Duration:	2020–2030
Number of pages:	68
Signed by:	Crown only
This GDS replaces:	<i>Safer Journeys: Road Safety Strategy 2010–2020</i> (2010) and <i>Safer Journeys: Action Plan 2016–2020</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

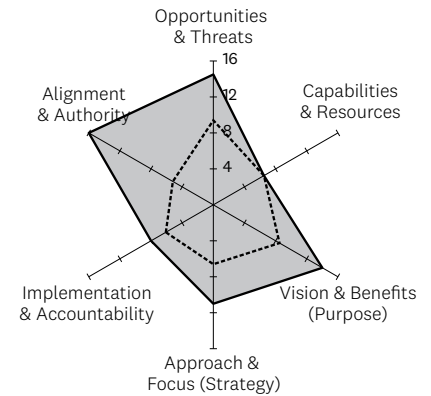
2021 Scoring

Rank:

1 out of 221 GDSs

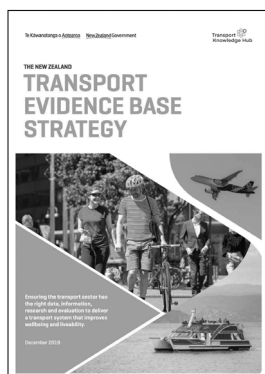
1 out of the 10 GDSs in the Ministry of Transport

1 out of the 32 GDSs in the Economic Development and Infrastructure Sector



	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	3	4
1.2 Does it identify potential threats going forward?	3.5	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	2.5	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3 Does it identify current and future resources?	0.5	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	7	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3 Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2 Does it identify a range of strategic options to solve the problem?	2	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	3	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	3	4
5.2 Does it identify who will report on its progress?	1	4
5.3 Does it explain how progress will be reported and over what time frames?	3	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2 Does it align with its department's SOI?	6	6
6.3 Does it align with its department's annual report?	6	6
Total	70	96

Transport Evidence Base Strategy



Purpose:

‘Ensure the transport sector has the right data, information, research and evaluation to deliver an evidence-based transport system that improves wellbeing and liveability.’ (p. 9)

Strategy (to achieve the purpose):

The approach is to integrate previous strategies and focus on five enablers (improve access, improve governance, invest in the right activities, facilitate collaboration and develop capacity and capability). The intention is to apply all five enablers across the domain plan, the research strategy and the evaluation strategy. Both the domain plan and the research strategy have been incorporated into this strategy (they were separate strategies that have since been archived). (p. 9)

Key data

Publication date:	December 2019
Duration:	2019–2022
Number of pages:	52
Signed by:	Chief Executive only
This GDS replaces:	<i>Transport Research Strategy (2016)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

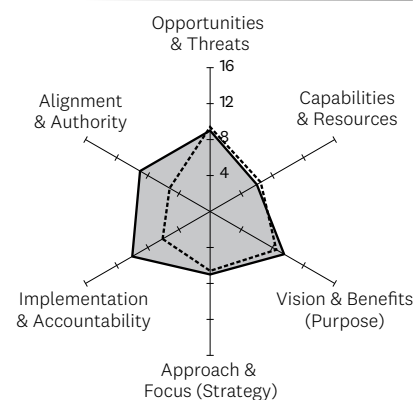
2021 Scoring

Rank:

52= out of 221 GDSs

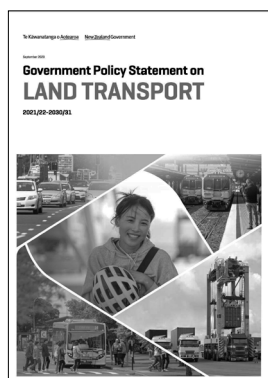
5 out of the 10 GDSs in the Ministry of Transport

7= out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	3	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		50.5	96

Government Policy Statement on Land Transport 2021/22–2030/31



Purpose:

'A transport system that improves wellbeing and liveability.' (p. 5)

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities: safety, better travel options, improving freight connections and climate change. The strategy sets out a summary of key policy direction documents. (pp. 6, 48)

Key data

Publication date:	September 2020
Duration:	2021–2030
Number of pages:	59
Signed by:	Crown only
This GDS replaces:	<i>Government Policy Statement on Land Transport (2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Land Transport Management Act 2003, s 66) and cited in the GDS

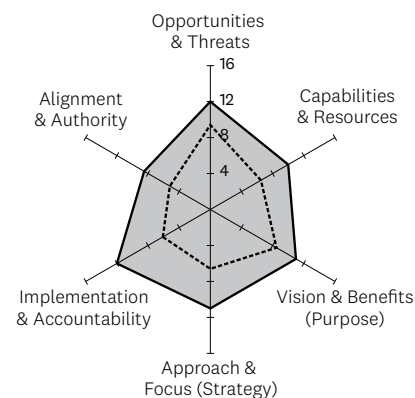
2021 Scoring

Rank:

8 out of 221 GDSs

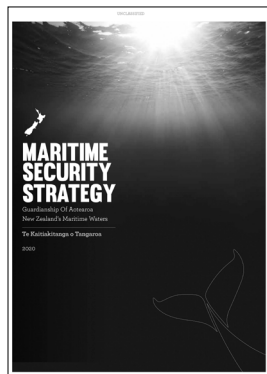
2 out of the 10 GDSs in the Ministry of Transport

2 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	2.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		64.5	96

Maritime Security Strategy



Purpose:

'A maritime security sector that secures New Zealand's significant maritime economic, cultural and environmental interests, and is better able to deter adversaries, reduce harm to New Zealand communities and exert effective Kaitiakitanga (guardianship) of the sea.' (p. 5)

Strategy (to achieve the purpose):

The approach is based on four mutually reinforcing and overlapping pillars: understand, engage, prevent and respond. Together they guide how the sector and maritime security will prioritise operational activity and direct investment. They have also developed three core implementation priorities: enabling the comprehensive multi-agency approach; establishing sector planning and assessment expectations; and allocating resources to support the strategy's investment priorities. (pp. 17, 29)

Key data

Publication date:	December 2020
Duration:	2020–NK
Number of pages:	40
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

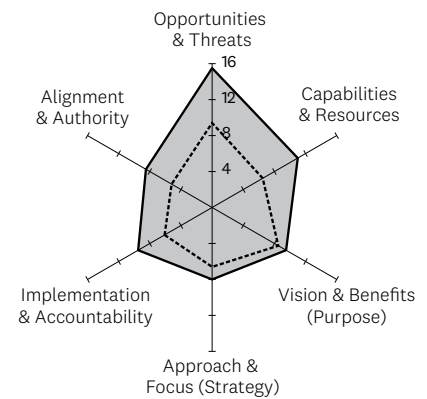
2021 Scoring

Rank:

11= out of 221 GDSs

3 out of the 10 GDSs in the Ministry of Transport

3 out of the 32 GDSs in the Economic Development and Infrastructure Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	3.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		62	96

Rail Plan

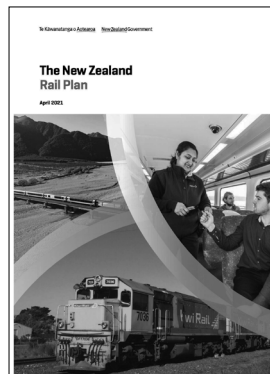
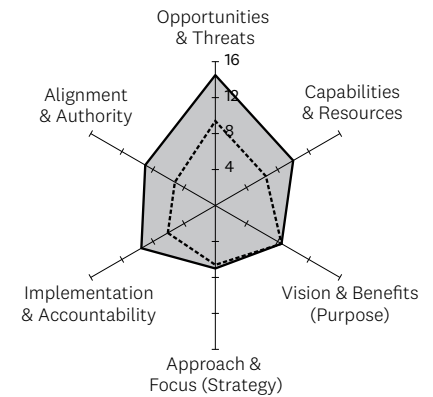
2021 Scoring

Rank:

15= out of 221 GDSs

4 out of the 10 GDSs in the Ministry of Transport

4 out of the 32 GDSs in the Economic Development and Infrastructure Sector



Purpose:

'[T]o provide modern transit systems in our largest cities, and to enable increasing volumes of freight to be moved by rail.' (p. 4)

Strategy (to achieve the purpose):

The approach is to establish a new long-term planning and funding framework under the Land Transport Management Act 2003. Key investment priorities include investing in the national rail network, the metropolitan rail and regional development. (pp. 20–41)

Key data

Publication date:	April 2021
Duration:	2021–2031
Number of pages:	48
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

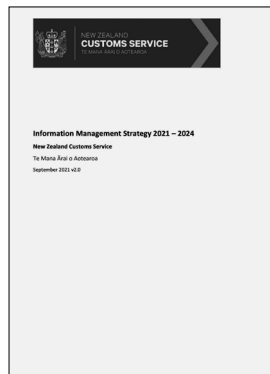
	Strategy score	Out of
1: Opportunities and Threats		
1.1 Does it identify potential opportunities going forward?	4	4
1.2 Does it identify potential threats going forward?	2.5	4
1.3 Does it contain a clear statement describing the problem that the strategy is trying to solve?	8	8
2: Capabilities and Resources		
2.1 Does it identify current and future capabilities?	3	4
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3 Does it identify current and future resources?	4	4
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)		
3.1 Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3 Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)		
4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2 Does it identify a range of strategic options to solve the problem?	2.5	4
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability		
5.1 Does it identify who is responsible for implementing the GDS?	4	4
5.2 Does it identify who will report on its progress?	1.5	4
5.3 Does it explain how progress will be reported and over what time frames?	2.5	4
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority		
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2 Does it align with its department's SOI?	0	6
6.3 Does it align with its department's annual report?	6	6
Total	58.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 25.

25

**New Zealand
Customs Service—
Te Mana Ārai o Aotearoa**

Information Management Strategy 2021 – 2024



Purpose:

'Information is: Digitally managed by design in a safe, secure environment. Collected once. Easy to find, accessible, used to its maximum potential, in a minimum of systems, managed as a strategic asset, seamlessly and reliably.' (p. 13)

Strategy (to achieve the purpose):

The approach is to improve information management by developing a framework to shape initiatives and projects that support business needs and legal obligations. (p. 10)

Key data

Publication date:	September 2021
Duration:	2021–2024
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

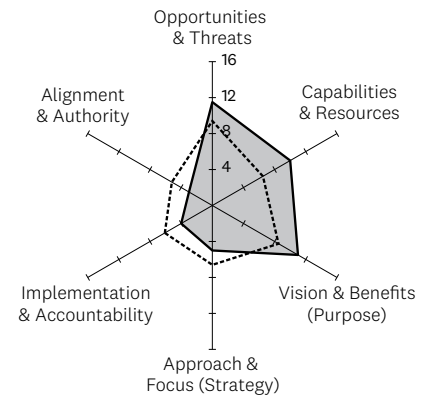
2021 Scoring

Rank:

104= out of 221 GDSs

1 out of the 1 GDSs in New Zealand Customs Service

6 out of the 16 GDSs in the External Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0.5	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		44.5	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the page number.

26

**New Zealand Security
Intelligence Service—
Te Pā Whakamarumarū**

Diversity and Inclusion Strategy 2021–2025



Purpose:

'Our workforce and work environment reflects the diversity of New Zealand, where our collective diversity is celebrated and embraced.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on increasing diversity in recruitment and the workforce, particularly in senior leadership positions, to ensure the environment is inclusive and diverse. (pp. 16–19)

Key data

Publication date:	July 2021
Duration:	2021–2025
Number of pages:	19
Signed by:	Chief Executive only
This GDS replaces:	<i>Diversity and Inclusion Strategy 2017–2020</i> (2018)
Jointly held with:	GCSB
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

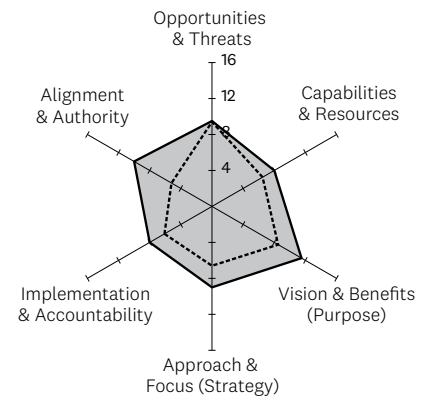
2021 Scoring

Rank:

24= out of 221 GDSs

1 out of the 1 GDSs in the New Zealand Security Intelligence Service

4= out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	2	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	4	4
4: Approach and Focus (Strategy)			
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	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	1	4
5.3	Does it explain how progress will be reported and over what time frames?	3.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		56	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned above the number 27.

27

Oranga Tamariki —
Ministry for Children

Children's Action Plan

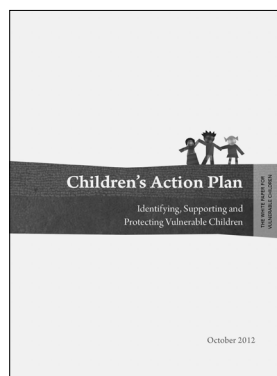
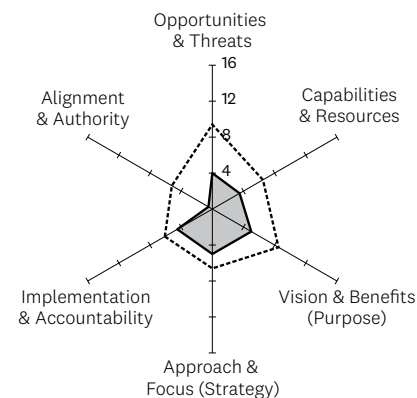
2021 Scoring

Rank:

205= out of 221 GDSs

4 out of the 4 GDSs
in Oranga Tamariki—Ministry
for Children

26 out of the 26 GDSs in
the Social Services and
Community Sector



Purpose:

'New Zealanders want to know what action is being taken to protect children and when each milestone will be achieved ... The Children's Action Plan provides this framework.' (p. 1)

Strategy (to achieve the purpose):

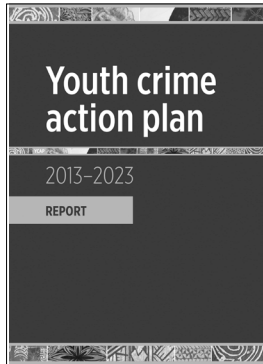
The approach is to act early through better reporting, easier ways to raise concerns, clarity on society's expectations of parents, and advice on how to spot child abuse and neglect. (p. 3)

Key data

Publication date:	October 2012
Duration:	2012–2017
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	MSD
Strategy map:	Not found
Legislation:	Not applicable

		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	0.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	2	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	0.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		22.5	96

Youth Justice Work Programme 2013–2023 (previously called Youth Crime Action Plan)



Purpose:

'[T]he target is a 25% reduction in youth appearing before the Youth Court by 2017.' (p. 4)

Strategy (to achieve the purpose):

The approach is to collaborate across agencies and communities and build on previous strategies concerning youth crime. The strategy also sets out best practice measures for the next ten years. (p. 4)

Key data

Publication date:	October 2013
Duration:	2013–2023
Number of pages:	72
Signed by:	Crown only
This GDS replaces:	<i>Youth Offending Strategy</i> (2002)
Jointly held with:	Not applicable
Transferred from:	MoJ (previously called <i>Youth Crime Action Plan</i>)
Strategy map:	Not found
Legislation:	Not applicable

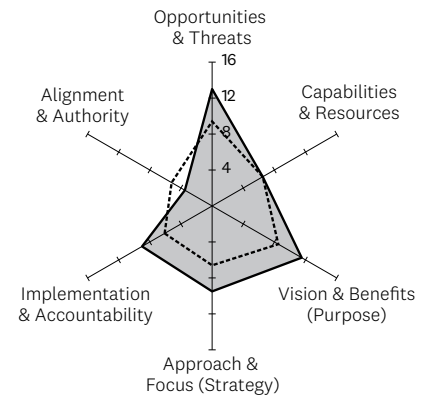
2021 Scoring

Rank:

36= out of 221 GDSs

1 out of the 4 GDSs
in Oranga Tamariki—Ministry
for Children

6= out of the 26 GDSs in
the Social Services and
Community Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	6	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	3	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	2.5	4
5.3	Does it explain how progress will be reported and over what time frames?	2.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		53	96

Mahi Aroha: Carers' Strategy Action Plan 2019–2023



Purpose:

'An action plan that recognises, values, and supports carers is an investment in New Zealand's future.' (p. 6)

Strategy (to achieve the purpose):

The approach is to address key priorities identified by carers and the Government, by creating and implementing five-year action plans. The ongoing issues include the need for respite, support when things are not going well, assistance with the increasing financial pressures of caring, and a desire for greater carer choice and flexibility. (p. 6)

Key data

Publication date:	December 2019
Duration:	2019–2023
Number of pages:	40
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	MoE, MoH, MSD and TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

2021 Scoring

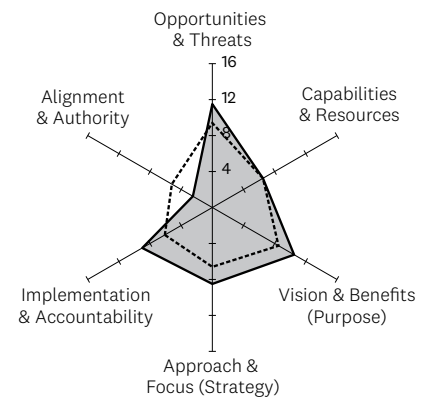
Rank:

71= out of 221 GDSs

2 out of the 4 GDSs in Oranga Tamariki—Ministry for Children

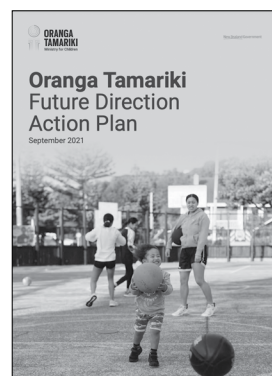
8= out of the 26 GDSs in the Social Services and Community Sector

— This GDS's score
- - - - Average GDS score



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3	4
1.2	Does it identify potential threats going forward?	3.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	1.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5	4
4.2	Does it identify a range of strategic options to solve the problem?	2.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		48.5	96

Future Direction Action Plan



Purpose:

'All children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities.'
(p. 3)

Strategy (to achieve the purpose):

The approach is to focus on five key areas: organisational blueprint; people and culture; relationships, partnering and decision-making; social work practice; and data, insights and evidence. (p. 4)

Key data

Publication date:	September 2021
Duration:	2021–2023
Number of pages:	7
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

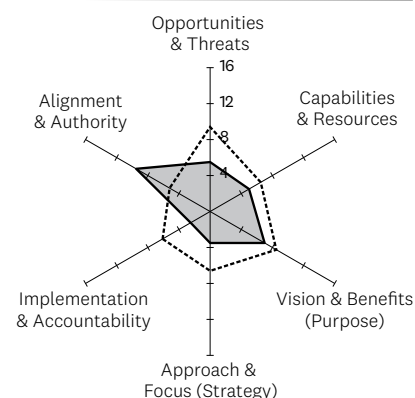
2021 Scoring

Rank:

171= out of 221 GDSs

3 out of the 4 GDSs
in Oranga Tamariki—Ministry
for Children

23 out of the 27 GDSs in
the Social Services and
Community Sector



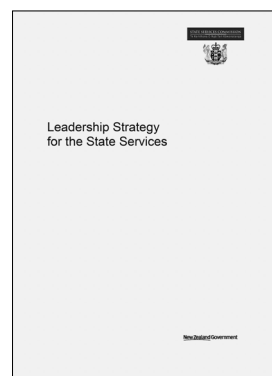
		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5	4
6.2	Does it align with its department's SOI?	6	6
6.3	Does it align with its department's annual report?	3	6
Total		33	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned to the right of the number 28.

28

Public Service
Commission—
Te Kawa Mataaho

Leadership Strategy for the State Services



Purpose:

'[A] trusted, engaged and high performing State Services that improves the lives of New Zealanders by delivering outstanding results and value for money.' (p. 5)

Strategy (to achieve the purpose):

The approach over the next three years is to focus on building capability at both ends of the leadership pipeline by developing the most talented people for senior leadership roles and system critical key positions, and supporting graduates and emerging leaders to build their careers across the State Services. (p. 7)

Key data

Publication date:	November 2013
Duration:	2013–2016
Number of pages:	10
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Public Service Act 2020, s 61 and s 63(2)) and cited in the GDS

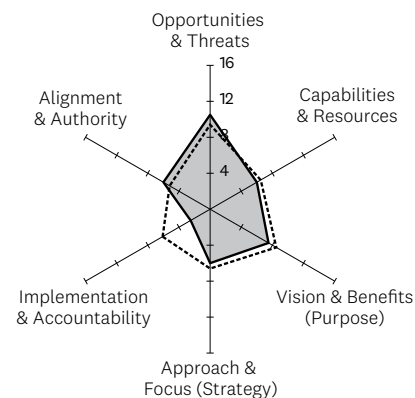
2021 Scoring

Rank:

141= out of 221 GDSs

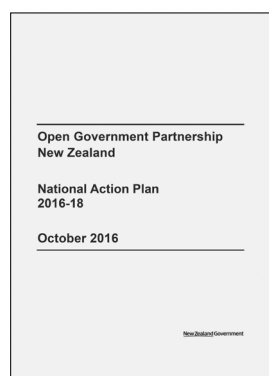
2 out of the 3 GDSs in the Public Service Commission

17 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	2.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	5.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1.5	4
2.3	Does it identify current and future resources?	2	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2.5	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	3	6
Total		38.5	96

Open Government Partnership: National Action Plan 2016–18



Purpose:

'[M]aking government more open, more transparent and more focused on the needs of New Zealanders.' (p. 4)

Strategy (to achieve the purpose):

The approach is to identify targeted, discrete pieces of work that will make a difference to openness, transparency and accountability and will help foster greater public participation in government. Examples include: further opening up of the government budgeting process; enhancing access to government-held data; improving how government engages with people in developing and delivering on OGP commitments; and supporting the development of sound policy practices (including how government engages with people around issues that matter to them). (p. 9)

Key data

Publication date:	October 2016
Duration:	2016–2018
Number of pages:	22
Signed by:	Chief Executive only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

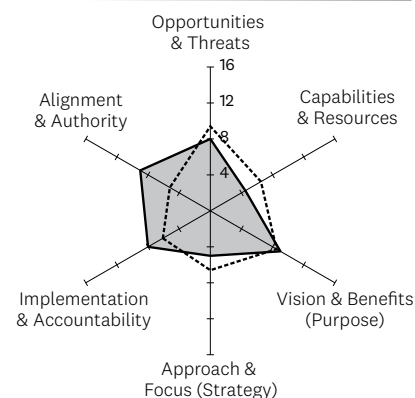
2021 Scoring

Rank:

110= out of 221 GDSs

1 out of the 3 GDSs in the Public Service Commission

13= out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	2.5	4
1.2	Does it identify potential threats going forward?	1.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	0.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	4	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	3.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	1	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	0.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0.5	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3.5	4
5.2	Does it identify who will report on its progress?	0.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		43.5	96

Kia Toipoto – Public Service Action Plan 2021–2024



Purpose:

‘Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps. Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities. Creating fairer workplaces for all, including disabled people and members of rainbow communities.’
(p. 3)

Strategy (to achieve the purpose):

The approach is to prioritise transparency in agencies, ensure equal pay through monitoring, encourage gender and ethnic representation and leadership in the workplace, support career pathways and equitable progression opportunities, eliminate all forms of bias and discrimination in human resource systems, and allow access to flexible-by-default working without affecting pay or progression. (p. 4)

Key data

Publication date:	November 2021
Duration:	2021–2024
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

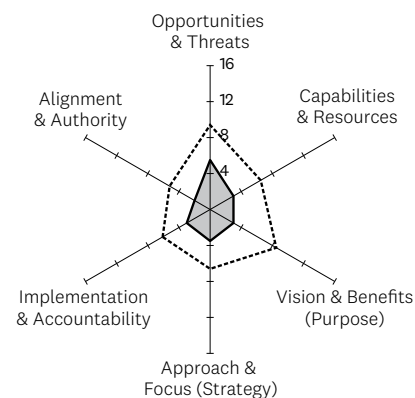
2021 Scoring

Rank:

213 out of 221 GDSs

3 out of the 3 GDSs in the
Public Service Commission

23 out of the 25 GDSs in the
Finance and Government
Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0.5	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	0	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	0	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	0	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		20	96

A large, stylized fingerprint graphic in a lighter shade of yellow, centered on the page. It features concentric, wavy lines that form the ridges of a fingerprint.

29

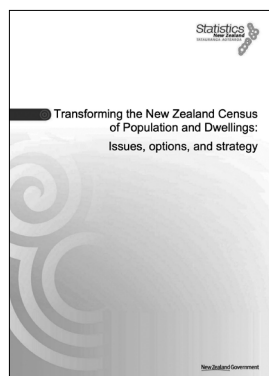
Serious Fraud Office—
Te Tari Hara Taware



30

Statistics New Zealand—
Tatauranga Aotearoa

Transforming the New Zealand Census of Population and Dwellings



Purpose:

'[T]o produce census-type information from administrative sources, rather than by the current census approach, which takes a survey of the whole population.' (p. 39)

Strategy (to achieve the purpose):

The approach is a four-phase approach over time to manage the high level of risk and to ensure continued production of quality population statistics. The strategy includes a proposed transforming census timeline up to the 2020 election, a detailed plan (see Appendix 4) and a promise of a review report in 2025 at the earliest. The short-term focus is on modernising the current census model to create efficiencies and reduce operational costs. (pp. 5, 18, 39, 42)

Key data

Publication date:	April 2012
Duration:	2012–2030
Number of pages:	45
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

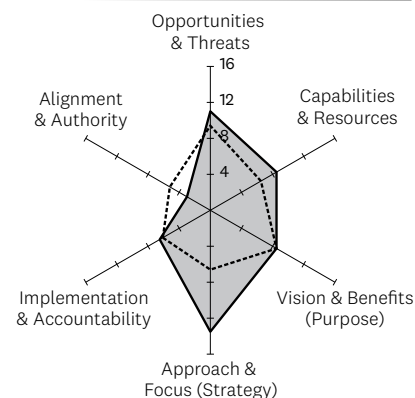
2021 Scoring

Rank:

46= out of 221 GDSs

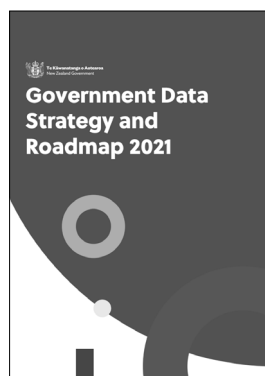
1 out of the 2 GDSs in Statistics New Zealand

7 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4.5	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	2	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	3	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5	4
4.2	Does it identify a range of strategic options to solve the problem?	4	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	4	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	3	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	0.5	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	3	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		51	96

Government Data Strategy and Roadmap 2021



Purpose:

'[P]rovides a shared direction and plan for Aotearoa New Zealand's government data system.' (p. 6)

Strategy (to achieve the purpose):

The approach is to focus on four areas: investing in making the right data available; growing capability and good practice; building partnerships; and implementing open and transparent practices. The focus areas are to guide key initiatives over the next three to five years. (p. 11)

Key data

Publication date:	August 2021
Duration:	2021-2024
Number of pages:	15
Signed by:	Chief Executive only
This GDS replaces:	<i>Data Strategy and Roadmap For New Zealand (2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 26
Legislation:	Not applicable

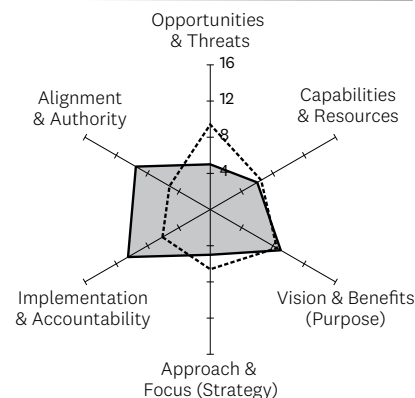
2021 Scoring

Rank:

99= out of 221 GDSs

2 out of the 2 GDSs in Statistics New Zealand

12 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	1	4
1.2	Does it identify potential threats going forward?	0	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	1	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	1	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	2	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	3	4
4.2	Does it identify a range of strategic options to solve the problem?	0	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	4	4
5.2	Does it identify who will report on its progress?	3	4
5.3	Does it explain how progress will be reported and over what time frames?	1	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	2.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	6	6
Total		45	96

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A horizontal white line is positioned to the right of the number 31.

31

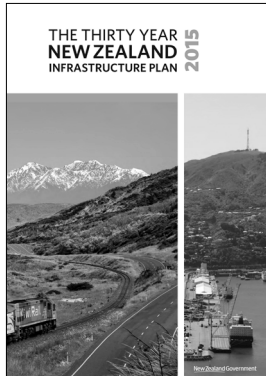
Te Kāhui Whakamana
Rua Tekau mā Iwa—
Pike River
Recovery Agency

A decorative graphic consisting of numerous concentric circles in a lighter shade of yellow, centered on the page. A solid yellow semi-circle is positioned at the bottom of this graphic, partially overlapping the title text.

32

The Treasury— Te Tai Ōhanga

Thirty Year New Zealand Infrastructure Plan



Purpose:

'By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards.' (p. 11)

Strategy (to achieve the purpose):

The approach is to focus on developing a better understanding of the type and nature of services to deliver in the future, improving the management of existing assets, and ensuring the right settings are in place to make better investment decisions in the future. (p. 46)

Key data

Publication date:	August 2015
Duration:	2015–2045
Number of pages:	86
Signed by:	Crown only
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Required (see New Zealand Infrastructure Commission/ Te Waihanga Act 2019, s 12 and s 13) but not cited in the GDS (the GDS was published in 2015)

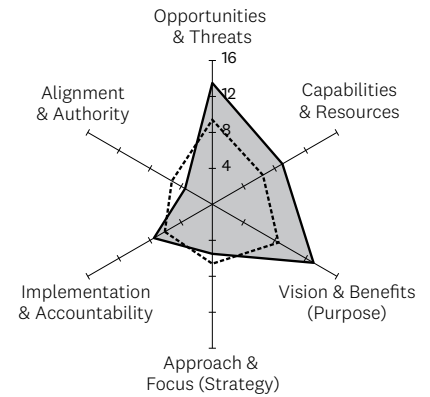
2021 Scoring

Rank:

44= out of 221 GDSs

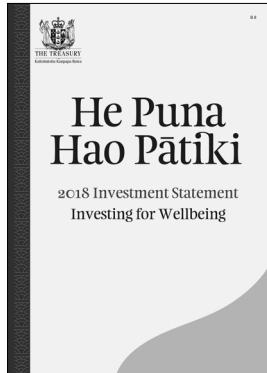
2 out of the 3 GDSs in
The Treasury

6 out of the 25 GDSs in the
Finance and Government
Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	6	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	3	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5	4
2.3	Does it identify current and future resources?	2.5	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	8	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	3	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	2	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	0	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	2.5	4
5.2	Does it identify who will report on its progress?	2	4
5.3	Does it explain how progress will be reported and over what time frames?	2	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		52	96

He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing



Purpose:

'[L]inking balance sheet management to wellbeing, using the organising principles from the Treasury's Living Standards Framework.' (p. 5)

Strategy (to achieve the purpose):

The approach is to further develop analytical tools to contribute to wellbeing outcomes, and the institutional arrangements to support agencies to work together towards greater wellbeing. They also plan to do further work, along with others, on the Living Standards Framework, to ensure it supports more comprehensive government accounting, performance and project assessment and reporting. (p. 180)

Key data

Publication date:	March 2018
Duration:	2018–2022
Number of pages:	192
Signed by:	Chief Executive only
This GDS replaces:	<i>Investment Statement: Managing the Crown's Balance Sheet</i> (2014)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Public Finance Act 1989, s 26NA) and cited in the GDS

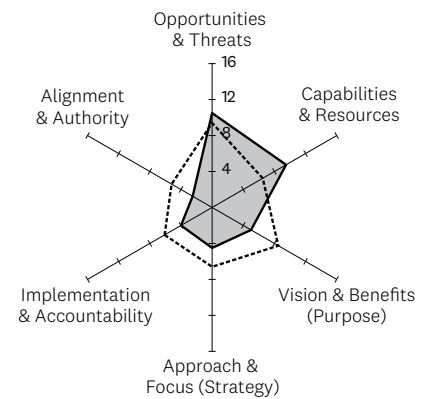
2021 Scoring

Rank:

153= out of 221 GDSs

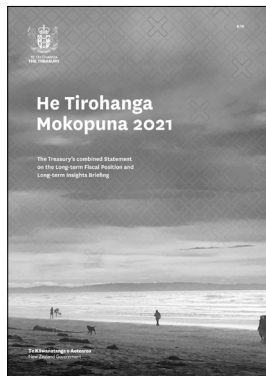
3 out of the 3 GDSs
in The Treasury

18 out of the 25 GDSs in the
Finance and Government
Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	3	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	4	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2.5	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	3	4
2.3	Does it identify current and future resources?	3	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	1	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	3	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	1.5	4
3.3	Does it describe how success will be measured and over what time frame?	0.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5	4
4.2	Does it identify a range of strategic options to solve the problem?	1.5	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	1.5	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	1	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	1	4
5.2	Does it identify who will report on its progress?	1.5	4
5.3	Does it explain how progress will be reported and over what time frames?	1.5	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	0	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5	4
6.2	Does it align with its department's SOI?	0	6
6.3	Does it align with its department's annual report?	0	6
Total		36	96

He Tirohanga Mokopuna 2021 – Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing



Purpose:

'[A]nalyse key trends and their potential long-term fiscal impacts directly alongside a range of policy options available to address them.' (p. 4)

Strategy (to achieve the purpose):

The approach is not to make policy recommendations on the 'optimal' policy option or package of options required to manage NZ's fiscal sustainability challenge, but to share this information for consideration and analysis by future governments. (p. 41)

Key data

Publication date:	September 2021
Duration:	2021–2061
Number of pages:	93
Signed by:	Chief Executive only
This GDS replaces:	<i>He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Public Finance Act 1989, s 261) and cited in the GDS

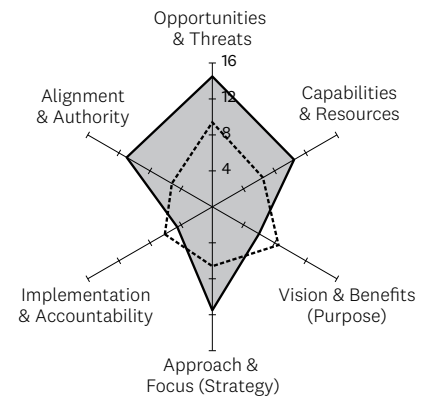
2021 Scoring

Rank:

17= out of 221 GDSs

1 out of the 3 GDSs in The Treasury

3 out of the 25 GDSs in the Finance and Government Administration Sector



		Strategy score	Out of
1: Opportunities and Threats			
1.1	Does it identify potential opportunities going forward?	3.5	4
1.2	Does it identify potential threats going forward?	4	4
1.3	Does it contain a clear statement describing the problem that the strategy is trying to solve?	7	8
2: Capabilities and Resources			
2.1	Does it identify current and future capabilities?	2	4
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	1	4
2.3	Does it identify current and future resources?	4	4
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3.5	4
3: Vision and Benefits (Purpose)			
3.1	Does it provide a clear aspirational statement as to what success would look like?	2.5	8
3.2	Does it identify who the beneficiaries are and how they will benefit?	2	4
3.3	Does it describe how success will be measured and over what time frame?	1.5	4
4: Approach and Focus (Strategy)			
4.1	Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5	4
4.2	Does it identify a range of strategic options to solve the problem?	4	4
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do?	2	4
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach?	4	4
5: Implementation and Accountability			
5.1	Does it identify who is responsible for implementing the GDS?	3	4
5.2	Does it identify who will report on its progress?	0	4
5.3	Does it explain how progress will be reported and over what time frames?	0	4
5.4	Does it discuss whether the GDS will undergo a review while it is active or once it is completed?	1.5	4
6: Alignment and Authority			
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2	4
6.2	Does it align with its department's SOI?	3	6
6.3	Does it align with its department's annual report?	6	6
Total		58	96

Lists of GDSs

A: GDSs by date published

B: GDSs by rank order

List A: GDSs by date published

Publication date	Title of strategy
March 2000	Reduced Waiting Times for Public Hospital Elective Services
February 2001	Palliative Care Strategy
February 2001	Primary Health Care Strategy
October 2001	Sexual and Reproductive Health Strategy – Phase One
January 2002	Youth Development Strategy Aotearoa
April 2002	Health of Older People Strategy
September 2002	Youth Health: A Guide to Action
August 2003	Cancer Control Strategy
March 2005	Urban Design Protocol
May 2005	Subantarctic Islands Research Strategy
June 2006	Suicide Prevention Strategy 2006–2016
December 2006	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants
July 2007	Vision Mātauranga
October 2007	Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru
December 2007	Medicines New Zealand
October 2008	Harvest Strategy Standard for New Zealand Fisheries
June 2009	Ambulance Service Strategy
October 2010	Waste Strategy
March 2011	National Education Strategy 2010–2030
May 2011	Research and Science Information Standard for New Zealand Fisheries
August 2011	Clean Healthy Air for All New Zealanders
August 2011	Energy Strategy 2011–2021
December 2011	National Plan for Child Cancer Services in New Zealand
February 2012	Opening Doors to China: New Zealand's 2015 Vision
April 2012	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture
April 2012	National Airspace Policy of New Zealand
April 2012	Transforming the New Zealand Census of Population and Dwellings
August 2012	International Air Transport Policy
October 2012	Children's Action Plan
November 2012	Strategy to 2040: He kai kei aku ringa – The Crown-Māori Economic Growth Partnership
December 2012	Refugee Settlement: Resettlement Strategy
December 2012	Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017
May 2013	Animal Welfare Matters
May 2013	Suicide Prevention Action Plan 2013–2016
July 2013	ASEAN Partnership: One Pathway to Ten Nations
2013	National Historic Heritage Strategy 2013

List A: GDSs by date published cont.

Publication date	Title of strategy
October 2013	Youth Justice Work Programme 2013–2023 (previously called Youth Crime Action Plan)
November 2013	Leadership Strategy for the State Services
November 2013	National Health Information Technology Plan Update 2013/14
2013	Advancing with Australia: New Zealand Inc Australia strategy
2013	Major Events Strategy: Investing in world class events
January 2014	National Plan of Action for the Conservation and Management of Sharks
February 2014	Cadastre 2034
February 2014	Care Closer to Home
May 2014	Positioning Strategy 2014
June 2014	ʻAla Moʻui – Pathways to Pacific Health and Wellbeing 2014–2018
June 2014	He Korowai Oranga – Māori Health Strategy
July 2014	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy
July 2014	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A national strategic plan for science in society (jointly held between MBIE and MoE)
September 2014	He Whāriki Maurua – Business with Māori Strategy 2013–2017
December 2014	Cancer Plan 2015–2018
March 2015	Topographic Strategy
June 2015	Disability Support Services Strategic Plan 2014–2018
June 2015	Implementing Medicines New Zealand 2015–2020
July 2015	Cancer Health Information Strategy
August 2015	Pacific Economic Strategy 2015–2021
August 2015	Thirty Year New Zealand Infrastructure Plan
October 2015	Living Well with Diabetes 2015–2020
October 2015	National Statement of Science Investment 2015–2025
October 2015	Science Strategy – Rautaki Putaiao
April 2016	Health Strategy 2016
May 2016	Our Corporate Strategy – Customer
May 2016	Pharmacy Action Plan 2016 to 2020
June 2016	Defence White Paper 2016
October 2016	Open Government Partnership: National Action Plan 2016–18
November 2016	Biosecurity 2025 Direction Statement
November 2016	Disability Strategy 2016–2026 (jointly held between MoH and MSD)
December 2016	Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030
March 2017	Change Lives Shape Futures: Investing in better mental health for offenders
May 2017	Archives 2057 Strategy
June 2017	Energy Efficiency and Conservation Strategy 2017–2022

List A: GDSs by date published cont.

Publication date	Title of strategy
June 2017	Health Research Strategy 2017–2027 (jointly held between MoH and MBIE)
June 2017	International Student Wellbeing Strategy
June 2017	Primary Sector Science Roadmap – Te Ao Tūroa
July 2017	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DOC and MfE)
July 2017	Our People Strategy
July 2017	New Zealand sea lion/rāpoka Threat Management Plan 2017–2022 (jointly held between DOC and MPI)
August 2017	Faiva Ora 2016–2021 – National Pasifika Disability Plan
August 2017	Influenza Pandemic Plan: A framework for action
August 2017	National Compliance Strategy 2017–2020
September 2017	Our Māori Strategy – Te Haerenga
March 2018	He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing
March 2018	Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan
March 2018	Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy 2018 to 2020
April 2018	Mental Health and Addiction Workforce Action Plan 2017–2021
May 2018	Our Science Strategy – Rautaki Pūtaiao
June 2018	Crown Property Strategy
June 2018	Diversity and Inclusion Strategy 2018–2028
June 2018	Framework for Shaping our Transport System
July 2018	Strategic Defence Policy Statement 2018
August 2018	International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030
August 2018	Regulatory Stewardship Strategy
October 2018	Employment and Social Outcomes Investment Strategy
October 2018	Essential Freshwater (jointly held between MPI and MfE)
October 2018	Shared Interests in Freshwater
October 2018	New Zealand Sign Language Strategy 2018–2023
December 2018	Health and Safety at Work Strategy 2018–2028
December 2018	National Blue Cod Strategy
2018	Māori Housing Investment Strategy 2018–19 to 2020–21
2018	Technical Barriers to Trade (TBT) Strategy
February 2019	Maihi Karauna – The Crown’s Strategy for Māori Language Revitalisation 2019–2023
February 2019	National Poliomyelitis Response Plan for New Zealand
March 2019	Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko
April 2019	National Disaster Resilience Strategy – Rautaki ā-Motu Manawaroa Aitua
April 2019	Pacific Strategy: Driving success for Pacific learners 2019–2022
May 2019	Government Tourism Strategy (jointly held between DOC and MBIE)
June 2019	Defence Capability Plan 2019
June 2019	National Syphilis Action Plan

List A: GDSs by date published cont.

Publication date	Title of strategy
June 2019	Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22
June 2019	Te Pae Tata Māori Strategy and Action Plan
July 2019	Conformance System Strategy
July 2019	Cyber Security Strategy 2019
July 2019	Family Violence Funding Approach
July 2019	Learning Support Action Plan 2019–2025
July 2019	Small Business Strategy
July 2019	Taking Flight: An Aviation System for the Automated Age [Drone Integration Paper]
August 2019	Child and Youth Wellbeing Strategy 2019
August 2019	Hōkai Rangī: Ara Poutama Aotearoa Strategy 2019–2024
August 2019	National Library of New Zealand Digitisation Plan 2019–2022
August 2019	Our Employment Strategy
September 2019	Aquaculture Strategy
September 2019	Economic Plan for a Productive, Sustainable and Inclusive Economy
September 2019	Every Life Matters – He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy 2019–2029
September 2019	Hei Arataki – Ministry of Transport Māori Strategy
September 2019	Planned Care Strategic Approach: 2019–2024
October 2019	Pacific Prosperity: Our People, Our Solutions, Our Future
November 2019	Better Late Life – He Oranga Kaumātua 2019 to 2034 – Super Seniors
November 2019	Disability Action Plan 2019–2023
November 2019	Food Safety 2019–2024
November 2019	International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]
November 2019	Responsibly Delivering Value: A Minerals and Petroleum Resource Strategy for Aotearoa New Zealand 2019–2029
December 2019	Cadmium and New Zealand Agriculture and Horticulture
December 2019	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, MSD, OT and TPK)
December 2019	Road to Zero – New Zealand's Road Safety Strategy 2020–2030
December 2019	Transport Evidence Base Strategy
January 2020	Office of Ethnic Communities – Strategic Framework 2020
February 2020	Countering terrorism and violent extremism: National strategy overview
February 2020	Homelessness Action Plan 2020–2023
February 2020	India – New Zealand 2025: Investing in the Relationship
February 2020	Predator Free 2050 Strategy
February 2020	Visitor Centre Strategy 2020–2025
March 2020	National Fuel Plan (jointly held with DPMC and MBIE)
March 2020	Strategy for a Digital Public Service
April 2020	COVID-19 Health and Disability System Response Plan
April 2020	Ola Manuia – Pacific Health and Wellbeing action plan 2020–2025

List A: GDSs by date published cont.

Publication date	Title of strategy
May 2020	National Plan of Action – Seabirds 2020 (jointly held between DOC and MPI)
June 2020	Campaign for Action on Family Violence: Framework for change 2019–2023
June 2020	E Tū Whānau Mahere Rautaki: Framework for Change 2019–2024
June 2020	Pathways for Change 2019–2023
June 2020	Trade Recovery Strategy
July 2020	Action Plan for Pacific Education 2020–2030
July 2020	AgriTech Industry Transformation Plan
July 2020	Elder Abuse in Aotearoa 2020
July 2020	Sustainability Strategy
July 2020	Te Rautaki Mātauranga Māori – The Māori Education Strategy
July 2020	Te Rautaki mā te Reo Māori i roto i te Mātauranga – The Māori language in education strategy
July 2020	Three Waters Reform Programme
July 2020	Whakamaui – Māori Health Action Plan 2020–2025
July 2020	Working Matters: An Action Plan to ensure disabled people and people with health conditions have an equal opportunity to access employment
July 2020	Youth Plan 2020–2022
August 2020	Social Sector Commissioning
August 2020	Te Kaweka Takohaka mō te Hoiho 2019–2029 (jointly held between DOC and MPI)
August 2020	Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy 2020
September 2020	Government Policy Statement on Land Transport 2021/22–2030/31
October 2020	Tā Tātau Rautaki – Our Strategy
November 2020	Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-year research strategy
November 2020	Kaiāwhina Workforce Action Plan
November 2020	Statement of National Education and Learning Priorities
November 2020	Tertiary Education Strategy
December 2020	Building for the Future: Building System Regulatory Strategy
December 2020	Combatting Modern Forms of Slavery 2020–25
December 2020	COVID-19: Kia Kaha, Kia Māia, Kia Ora Aotearoa – Psychological and Mental Wellbeing Plan
December 2020	Maritime Security Strategy
January 2021	Gender Action Plan 2021–2025
January 2021	Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki
January 2021	Public Housing Plan 2021–2024
March 2021	Charities Services Research Strategy 2020–2023
March 2021	Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons
April 2021	Rail Plan
May 2021	Child & Youth Well-Being Strategic Action Plan 2021–2025
July 2021	Advanced Manufacturing ITP Scope
July 2021	Diversity and Inclusion Strategy 2021–2025 (jointly held between GCSB and NZSIS)

List A: GDSs by date published cont.

Publication date	Title of strategy
July 2021	Regulatory Services Group Strategy 2021–2026
August 2021	Government Data Strategy and Roadmap 2021
August 2021	Kia Manawanui Aotearoa – Long-term pathway to mental wellbeing
September 2021	Better Later Life Action Plan – He Oranga Kaumātua: Action plan 2021–2024
September 2021	Future Direction Action Plan
September 2021	He Tirohanga Mokopuna 2021
September 2021	Information Management Strategy 2021–2024
September 2021	MAIHI Ka Ora – The National Māori Housing Strategy 2021–2051 (jointly held between HUD and TPK)
September 2021	Te Tauāki Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki – Government Policy Statement on Housing and Urban Development
October 2021	Human Rights Strategic Action Plan for International Development Cooperation 2021–2025
October 2021	Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy 2021–2026
October 2021	Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021–2025
November 2021	Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki
November 2021	Data and Information Strategy for Health and Disability: Roadmap 2021–2024
November 2021	Kia Toipoto – Public Service Action Plan 2021–2024
November 2021	Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future
December 2021	Antarctic and Southern Ocean Research Directions and Priorities 2021–2030 (jointly held between LINZ, MPI, MBIE and MFAT)
December 2021	COVID-19 Māori Health Protection Plan
December 2021	Hector’s and Māui Dolphin Threat Management Plan 2020
December 2021	Smokefree Aotearoa 2025 Action Plan

List B: GDSs by rank order

Rank (out of 221)	Government Department	Title of strategy	GDS Number
1	Ministry of Transport	Road to Zero – New Zealand’s Road Safety Strategy 2020–2030	GDS24–06
2	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	GDS20–03
3	Ministry for Primary Industries	Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru	GDS12–01
4	Department of the Prime Minister and Cabinet	National Disaster Resilience Strategy – Rautaki ā-Motu Manawaroa Aituā	GDS05–01
5	Department of the Prime Minister and Cabinet	Child and Youth Wellbeing Strategy 2019	GDS05–03
6=	Department of Conservation	Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki	GDS02–13
6=	Ministry of Māori Development—Te Puni Kōkiri	Maihi Karauna – The Crown’s Strategy for Māori Language Revitalisation 2019–2023	GDS22–01
8	Ministry of Transport	Government Policy Statement on Land Transport 2021/22–2030/31	GDS24–08
9	Ministry of Housing and Urban Development	Homelessness Action Plan 2020–2023	GDS20–01
10	Department of Conservation	Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy 2020	GDS02–11
11=	Department of Conservation	Hector’s and Māui Dolphin Threat Management Plan 2020	GDS02–15
11=	Ministry of Transport	Maritime Security Strategy	GDS24–09
13	Ministry for the Environment	Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future	GDS13–10
14	Ministry of Health	Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22	GDS19–34
15=	Ministry of Health	Faiva Ora 2016–2021 – National Pasifika Disability Plan	GDS19–27
15=	Ministry of Transport	Rail Plan	GDS24–10
17=	Ministry of Education	Learning Support Action Plan 2019–2025	GDS17–04
17=	Ministry of Housing and Urban Development	MAIHI Ka Ora – The National Māori Housing Strategy 2021–2051 (jointly held between HUD and TPK)	GDS20–04
17=	The Treasury	He Tirohanga Mokopuna 2021 – Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing	GDS32–03
20	Ministry of Health	Smokefree Aotearoa 2025 Action Plan	GDS19–48
21=	Ministry of Business, Innovation and Employment	National Statement of Science Investment 2015–2025	GDS15–09
21=	Ministry of Defence	Defence White Paper 2016	GDS16–01
21=	Ministry of Health	Ola Manuia – Pacific Health and Wellbeing action plan 2020–2025	GDS19–39
24=	Government Communications Security Bureau	Diversity and Inclusion Strategy 2021–2025 (jointly held between GCSB and NZSIS)	GDS07–01
24=	Ministry of Social Development	Disability Strategy 2016–2026 (jointly held between MoH and MSD)	GDS23–02
24=	New Zealand Security Intelligence Service	Diversity and Inclusion Strategy 2021–2025 (jointly held between GCSB and NZSIS)	GDS26–01
27	Ministry for Primary Industries	Aquaculture Strategy	GDS12–13
28=	Ministry of Health	Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017	GDS19–12
28=	Ministry of Māori Development—Te Puni Kōkiri	MAIHI Ka Ora – The National Māori Housing Strategy 2021–2051 (jointly held between HUD and TPK)	GDS22–03

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
28=	Ministry of Social Development	E Tū Whānau Mahere Rautaki: Framework for Change 2019–2024	GDS23–12
31=	Ministry of Foreign Affairs and Trade	Diversity and Inclusion Strategy 2018–2028	GDS18–05
31=	Ministry of Health	Kia Manawanui Aotearoa – Long-term pathway to mental wellbeing	GDS19–44
33	Ministry of Business, Innovation and Employment	Agritech Industry Transformation Plan	GDS15–21
34=	Ministry of Health	Health Strategy 2016	GDS19–23
34=	Ministry of Health	COVID-19: Kia Kaha, Kia Māia, Kia Ora Aotearoa – Psychological and Mental Wellbeing Plan	GDS19–43
36=	Department of Conservation	Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons	GDS02–14
36=	Ministry of Health	National Plan for Child Cancer Services in New Zealand	GDS19–11
36=	Ministry of Health	Whakamaui – Māori Health Action Plan 2020–2025	GDS19–40
36=	Ministry of Social Development	Better Late Life – He Oranga Kaumātua 2019 to 2034 – Super Seniors	GDS23–08
36=	Oranga Tamariki—Ministry for Children	Youth Justice Work Programme 2013–2023 (previously called Youth Crime Action Plan)	GDS27–02
41=	Ministry for the Environment	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	GDS13–02
41=	Ministry of Defence	Defence Capability Plan 2019	GDS16–03
41=	Ministry of Health	Mental Health and Addiction Workforce Action Plan 2017–2021	GDS19–31
44=	Department of Conservation	Government Tourism Strategy (jointly held between DOC and MBIE)	GDS02–06
44=	The Treasury	Thirty Year New Zealand Infrastructure Plan	GDS32–01
46=	Department of Conservation	Predator Free 2050 Strategy	GDS02–07
46=	Land Information New Zealand	Regulatory Stewardship Strategy	GDS09–06
46=	Ministry for Primary Industries	National Plan of Action for the Conservation and Management of Sharks	GDS12–06
46=	Ministry of Business, Innovation and Employment	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A national strategic plan for science in society (jointly held between MBIE and MoE)	GDS15–07
46=	Ministry of Education	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A national strategic plan for science in society (jointly held between MBIE and MoE)	GDS17–01
46=	Statistics New Zealand	Transforming the New Zealand Census of Population and Dwellings	GDS30–01
52=	Department of Corrections	Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021–2025	GDS03–05
52=	Ministry of Business, Innovation and Employment	Energy Efficiency and Conservation Strategy 2017–2022	GDS15–10
52=	Ministry of Defence	Strategic Defence Policy Statement 2018	GDS16–02
52=	Ministry of Education	Action Plan for Pacific Education 2020–2030	GDS17–06
52=	Ministry of Transport	Transport Evidence Base Strategy	GDS24–07
57=	Land Information New Zealand	Antarctic and Southern Ocean Research Directions and Priorities 2021–2030 (jointly held between LINZ, MPI, MBIE and MFAT)	GDS09–07
57=	Ministry for Primary Industries	Cadmium and New Zealand Agriculture and Horticulture	GDS12–15
57=	Ministry for Primary Industries	National Plan of Action – Seabirds 2020 (jointly held between DOC and MPI)	GDS12–16
57=	Ministry for Primary Industries	Antarctic and Southern Ocean Research Directions and Priorities 2021–2030 (jointly held between LINZ, MPI, MBIE and MFAT)	GDS12–18

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
57=	Ministry of Business, Innovation and Employment	Antarctic and Southern Ocean Research Directions and Priorities 2021–2030 (jointly held between LINZ, MPI, MBIE and MFAT)	GDS15–25
57=	Ministry of Foreign Affairs and Trade	Antarctic and Southern Ocean Research Directions and Priorities 2021–2030 (jointly held between LINZ, MPI, MBIE and MFAT)	GDS18–12
57=	Ministry of Health	Disability Strategy 2016–2026 (jointly held between MoH and MSD)	GDS19–25
64	Department of Corrections	Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024	GDS03–03
65=	Department of Conservation	Visitor Centre Strategy 2020–2025	GDS02–08
65=	Department of the Prime Minister and Cabinet	National Fuel Plan (jointly held between DPMC and MBIE)	GDS05–05
65=	Ministry for Primary Industries	Primary Sector Science Roadmap – Te Ao Tūroa	GDS12–09
65=	Ministry of Business, Innovation and Employment	National Fuel Plan (jointly held between DPMC and MBIE)	GDS15–20
65=	Ministry of Health	National Health Information Technology Plan Update 2013/14	GDS19–14
65=	Ministry of Health	COVID-19 Māori Health Protection Plan	GDS19–47
71=	Ministry for Primary Industries	Science Strategy – Rautaki Putaiao	GDS12–07
71=	Ministry of Education	Mahi Aroha: Carers’ Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, MSD, OT and TPK)	GDS17–05
71=	Ministry of Health	Palliative Care Strategy	GDS19–02
71=	Ministry of Health	Mahi Aroha: Carers’ Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, MSD, OT and TPK)	GDS19–37
71=	Ministry of Māori Development—Te Puni Kōkiri	Mahi Aroha: Carers’ Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, MSD, OT and TPK)	GDS22–02
71=	Ministry of Social Development	Mahi Aroha: Carers’ Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, MSD, OT and TPK)	GDS23–10
71=	Oranga Tamariki— Ministry for Children	Mahi Aroha: Carers’ Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, MSD, OT and TPK)	GDS27–03
78=	Ministry for Primary Industries	Biosecurity 2025 Direction Statement	GDS12–08
78=	Ministry of Health	Cancer Control Strategy	GDS19–07
78=	Ministry of Social Development	Pathways for Change 2019–2023	GDS23–13
81=	Department of the Prime Minister and Cabinet	Cyber Security Strategy 2019	GDS05–02
81=	Inland Revenue Department	Our Corporate Strategy – Customer	GDS08–01
81=	Land Information New Zealand	Cadastre 2034	GDS09–01
81=	Ministry of Social Development	Youth Plan 2020–2022	GDS23–16
85=	Department of Conservation	New Zealand sea lion/rāpoka Threat Management Plan 2017–2022 (jointly held between DOC and MPI)	GDS02–04
85=	Ministry for Primary Industries	New Zealand sea lion/rāpoka Threat Management Plan 2017–2022 (jointly held between DOC and MPI)	GDS12–10
85=	Ministry of Health	Suicide Prevention Strategy 2006–2016	GDS19–08
85=	Ministry of Health	Every Life Matters – He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy 2019–2029	GDS19–35
85=	Ministry of Health	Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki	GDS19–46

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
85=	Ministry of Social Development	New Zealand Sign Language Strategy 2018–2023	GDS23–04
91=	Department of Internal Affairs	Strategy for a Digital Public Service	GDS04–06
91=	Ministry of Health	Health of Older People Strategy	GDS19–05
91=	Ministry of Health	'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2014–2018	GDS19–16
94=	Department of Conservation	Te Kaweka Takohaka mō te Hoiho 2019–2029 (jointly held between DOC and MPI)	GDS02–10
94=	Ministry for Primary Industries	Te Kaweka Takohaka mō te Hoiho 2019–2029 (jointly held between DOC and MPI)	GDS12–17
94=	Ministry of Business, Innovation and Employment	Responsibly Delivering Value: A Minerals and Petroleum Resource Strategy for Aotearoa New Zealand 2019–2029	GDS15–19
94=	Ministry of Health	Primary Health Care Strategy	GDS19–03
98	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	GDS23–15
99=	Ministry for the Environment	Clean Healthy Air for All New Zealanders	GDS13–04
99=	Ministry of Education	International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030	GDS17–03
99=	Ministry of Health	Influenza Pandemic Plan: A framework for action	GDS19–28
99=	Ministry of Social Development	Elder Abuse in Aotearoa 2020	GDS23–14
99=	Statistics New Zealand	Government Data Strategy and Roadmap 2021	GDS30–02
104=	Ministry of Business, Innovation and Employment	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	GDS15–06
104=	New Zealand Customs Service	Information Management Strategy 2021–2024	GDS25–01
106=	Department of Conservation	National Plan of Action – Seabirds 2020 (jointly held between DOC and MPI)	GDS02–09
106=	Ministry of Business, Innovation and Employment	Economic Plan for a Productive, Sustainable and Inclusive Economy	GDS15–18
106=	Ministry of Health	Reduced Waiting Times for Public Hospital Elective Services	GDS19–01
106=	Ministry of Māori Development—Te Puni Kōkiri	Māori Housing Investment Strategy 2018–19 to 2020–21	GDS22–04
110=	Department of Internal Affairs	Regulatory Services Group Strategy 2021–2026	GDS04–08
110=	Ministry of Health	Living Well with Diabetes 2015–2020	GDS19–22
110=	Ministry of Health	Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy 2018 to 2020	GDS19–30
110=	Ministry of Social Development	Family Violence Funding Approach	GDS23–06
110=	Public Service Commission	Open Government Partnership: National Action Plan 2016–18	GDS28–02
115=	Department of Conservation	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DOC and MfE)	GDS02–03
115=	Ministry for the Environment	Urban Design Protocol	GDS13–01
115=	Ministry for the Environment	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DOC and MfE)	GDS13–05
115=	Ministry of Business, Innovation and Employment	Strategy to 2040: He kai kei aku ringa – The Crown–Māori Economic Growth Partnership	GDS15–03
115=	Ministry of Health	Cancer Plan 2015–2018	GDS19–18
120=	Ministry of Health	Pharmacy Action Plan 2016 to 2020	GDS19–24

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
120=	Ministry of Transport	Taking Flight: An Aviation System for the Automated Age [Drone Integration Paper]	GDS24-04
122=	Department of Corrections	Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy 2021–2026	GDS03-04
122=	Ministry of Business, Innovation and Employment	Health Research Strategy 2017–2027 (jointly held between MoH and MBIE)	GDS15-11
122=	Ministry of Business, Innovation and Employment	Small Business Strategy	GDS15-16
122=	Ministry of Business, Innovation and Employment	Combatting Modern Forms of Slavery 2020–25	GDS15-22
122=	Ministry of Health	Health Research Strategy 2017–2027 (jointly held between MoH and MBIE)	GDS19-26
127=	Ministry of Business, Innovation and Employment	Pacific Economic Strategy 2015–2021	GDS15-08
127=	Ministry of Social Development	Better Later Life Action Plan – He Oranga Kaumātua: Action plan 2021–2024	GDS23-18
129=	Department of Internal Affairs	Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko	GDS04-03
129=	Ministry of Business, Innovation and Employment	Energy Strategy 2011–2021	GDS15-02
131=	Ministry of Foreign Affairs and Trade	Gender Action Plan 2021–2025	GDS18-09
131=	Ministry of Health	He Korowai Oranga – Māori Health Strategy	GDS19-17
131=	Ministry of Social Development	Youth Development Strategy Aotearoa	GDS23-01
131=	Ministry of Social Development	Social Sector Commissioning	GDS23-17
135	Ministry of Business, Innovation and Employment	Government Tourism Strategy (jointly held between DOC and MBIE)	GDS15-14
136=	Department of Internal Affairs	Archives 2057 Strategy	GDS04-02
136=	Ministry of Health	Planned Care Strategic Approach: 2019–2024	GDS19-36
138=	Ministry of Foreign Affairs and Trade	Opening Doors to China: New Zealand's 2015 Vision	GDS18-01
138=	Ministry of Health	Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan	GDS19-29
138=	Ministry of Social Development	Campaign for Action on Family Violence: Framework for change 2019–2023	GDS23-11
141=	Department of Corrections	Change Lives Shape Futures: Investing in better mental health for offenders	GDS03-02
141=	Ministry for Primary Industries	Harvest Strategy Standard for New Zealand Fisheries	GDS12-02
141=	Ministry for Primary Industries	Essential Freshwater (jointly held between MPI and MfE)	GDS12-11
141=	Ministry for the Environment	Our Science Strategy – Rautaki Pūtaiao	GDS13-06
141=	Ministry for the Environment	Essential Freshwater (jointly held between MPI and MfE)	GDS13-07
141=	Ministry of Justice	Our Māori Strategy – Te Haerenga	GDS21-01
141=	Public Service Commission	Leadership Strategy for the State Services	GDS28-01
148	Ministry for the Environment	Waste Strategy	GDS13-03
149	Ministry of Social Development	Te Pae Tata Māori Strategy and Action Plan	GDS23-05

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
150=	Department of Conservation	Subantarctic Islands Research Strategy	GDS02-01
150=	Ministry of Education	Statement of National Education and Learning Priorities	GDS17-09
150=	Ministry of Social Development	Employment and Social Outcomes Investment Strategy	GDS23-03
153=	Land Information New Zealand	He Whāriki Maurua – Business with Māori Strategy 2013–2017	GDS09-03
153=	Ministry of Business, Innovation and Employment	Advanced Manufacturing ITP Scope	GDS15-24
153=	Ministry of Education	Te Rautaki Mātauranga Māori – The Māori Education Strategy	GDS17-07
153=	Ministry of Health	Ambulance Service Strategy	GDS19-10
153=	Ministry of Health	Disability Support Services Strategic Plan 2014–2018	GDS19-19
153=	Ministry of Health	Implementing Medicines New Zealand 2015–2020	GDS19-20
153=	Ministry of Health	Cancer Health Information Strategy	GDS19-21
153=	Ministry of Health	COVID-19 Health and Disability System Response Plan	GDS19-38
153=	The Treasury	He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing	GDS32-02
162=	Ministry of Foreign Affairs and Trade	ASEAN Partnership: One Pathway to Ten Nations	GDS18-02
162=	Ministry of Foreign Affairs and Trade	Our People Strategy	GDS18-04
164	Ministry of Business, Innovation and Employment	Building for the Future: Building System Regulatory Strategy	GDS15-23
165=	Ministry of Education	Tertiary Education Strategy	GDS17-10
165=	Ministry of Foreign Affairs and Trade	Advancing with Australia: New Zealand Inc Australia strategy	GDS18-03
165=	Ministry of Foreign Affairs and Trade	Child & Youth Well-Being Strategic Action Plan 2021–2025	GDS18-10
165=	Ministry of Health	Sexual and Reproductive Health Strategy – Phase One	GDS19-04
165=	Ministry of Health	Youth Health: A Guide to Action	GDS19-06
170	Ministry of Social Development	Pacific Prosperity: Our People, Our Solutions, Our Future	GDS23-07
171=	Ministry for Primary Industries	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	GDS12-04
171=	Ministry for Primary Industries	Animal Welfare Matters	GDS12-05
171=	Ministry of Business, Innovation and Employment	Technical Barriers to Trade (TBT) Strategy	GDS15-13
171=	Ministry of Health	National Syphilis Action Plan	GDS19-33
171=	Ministry of Transport	Framework for Shaping our Transport System	GDS24-03
171=	Oranga Tamariki—Ministry for Children	Future Direction Action Plan	GDS27-04
177	Department of Internal Affairs	Three Waters Reform Programme	GDS04-07
178	Land Information New Zealand	Positioning Strategy 2014	GDS09-02
179=	Ministry for Primary Industries	National Blue Cod Strategy	GDS12-12
179=	Ministry of Foreign Affairs and Trade	Human Rights Strategic Action Plan for International Development Cooperation 2021–2025	GDS18-11

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
181=	Ministry for Primary Industries	Food Safety 2019–2024	GDS12–14
181=	Ministry of Health	Data and Information Strategy for Health and Disability: Roadmap 2021–2024	GDS19–45
181=	Ministry of Social Development	Disability Action Plan 2019–2023	GDS23–09
184=	Ministry of Business, Innovation and Employment	Vision Mātauranga	GDS15–01
184=	Ministry of Health	Medicines New Zealand	GDS19–09
186=	Ministry of Business, Innovation and Employment	Our Employment Strategy	GDS15–17
186=	Ministry of Housing and Urban Development	Public Housing Plan 2021–2024	GDS20–02
188	Ministry of Transport	Hei Arataki – Ministry of Transport Māori Strategy	GDS24–05
189=	Land Information New Zealand	Crown Property Strategy	GDS09–05
189=	Ministry of Health	Kaiāwhina Workforce Action Plan	GDS19–42
189=	Ministry of Transport	National Airspace Policy of New Zealand	GDS24–01
192	Ministry of Education	International Student Wellbeing Strategy	GDS17–02
193	Ministry of Health	Suicide Prevention Action Plan 2013–2016	GDS19–13
194	Education Review Office	Pacific Strategy: Driving success for Pacific learners 2019–2022	GDS06–01
195	Ministry of Education	Te Rautaki mā te Reo Māori i roto i te Mātauranga – The Māori language in education strategy	GDS17–08
196=	Department of Corrections	National Historic Heritage Strategy 2013	GDS03–01
196=	Department of Internal Affairs	Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	GDS04–01
198	Ministry for the Environment	Sustainability Strategy	GDS13–09
199	Ministry of Foreign Affairs and Trade	Trade Recovery Strategy	GDS18–08
200=	Department of Conservation	National Compliance Strategy 2017–2020	GDS02–05
200=	Department of the Prime Minister and Cabinet	Countering terrorism and violent extremism: National strategy overview	GDS05–04
200=	Ministry of Business, Innovation and Employment	Health and Safety at Work Strategy 2018–2028	GDS15–12
200=	Ministry of Foreign Affairs and Trade	International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]	GDS18–06
204	Department of Internal Affairs	National Library of New Zealand Digitisation Plan 2019–2022	GDS04–04
205=	Land Information New Zealand	Topographic Strategy	GDS09–04
205=	Ministry of Health	Tā Tātau Rautaki – Our Strategy	GDS19–41
205=	Oranga Tamariki—Ministry for Children	Children’s Action Plan	GDS27–01
208	Ministry of Business, Innovation and Employment	Refugee Settlement: Resettlement Strategy	GDS15–04
209=	Department of Conservation	Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-year research strategy	GDS02–12

List B: GDSs by rank order cont.

Rank (out of 221)	Government Department	Title of strategy	GDS Number
209=	Ministry of Foreign Affairs and Trade	India – New Zealand 2025: Investing in the Relationship	GDS18-07
209=	Ministry of Health	National Poliomyelitis Response Plan for New Zealand	GDS19-32
212	Department of Conservation	National Education Strategy 2010–2030	GDS02-02
213	Public Service Commission	Kia Toipoto – Public Service Action Plan 2021–2024	GDS28-03
214	Ministry for the Environment	Shared Interests in Freshwater	GDS13-08
215	Ministry for Primary Industries	Research and Science Information Standard for New Zealand Fisheries	GDS12-03
216	Ministry of Business, Innovation and Employment	Conformance System Strategy	GDS15-15
217	Department of Internal Affairs	Charities Services Research Strategy 2020–2023	GDS04-09
218	Ministry of Transport	International Air Transport Policy	GDS24-02
219	Ministry of Health	Care Closer to Home	GDS19-15
220	Department of Internal Affairs	Office of Ethnic Communities – Strategic Framework 2020	GDS04-05
221	Ministry of Business, Innovation and Employment	Major Events Strategy: Investing in world class events	GDS15-05

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

