

Working Paper 2015/06

Profiles Scoring Government Department Strategies in Operation as at 30 June 2014

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Author	McGuinness Institute
Research team includes	Wendy McGuinness, Madeleine Foreman, George Spittle, Renata Mokena-Lodge, Hannah Steiner and Annie McGuinness
Designers and Editors	Guy Chisholm and Sun Jeong
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>
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This publication forms part of the *GDS Index NZ*. The full set of documents can be found at www.gdsindexnz.org:

Working Paper 2014/01: List of Government Department Strategies Between 1 July 1994 and 30 June 2014

*Working Paper 2014/02: Analysis of Government Department Strategies Between 1 July 1994 and 30 June 2014–
An overview*

Working Paper 2015/04: Methodology for the Government Department Strategies Index New Zealand

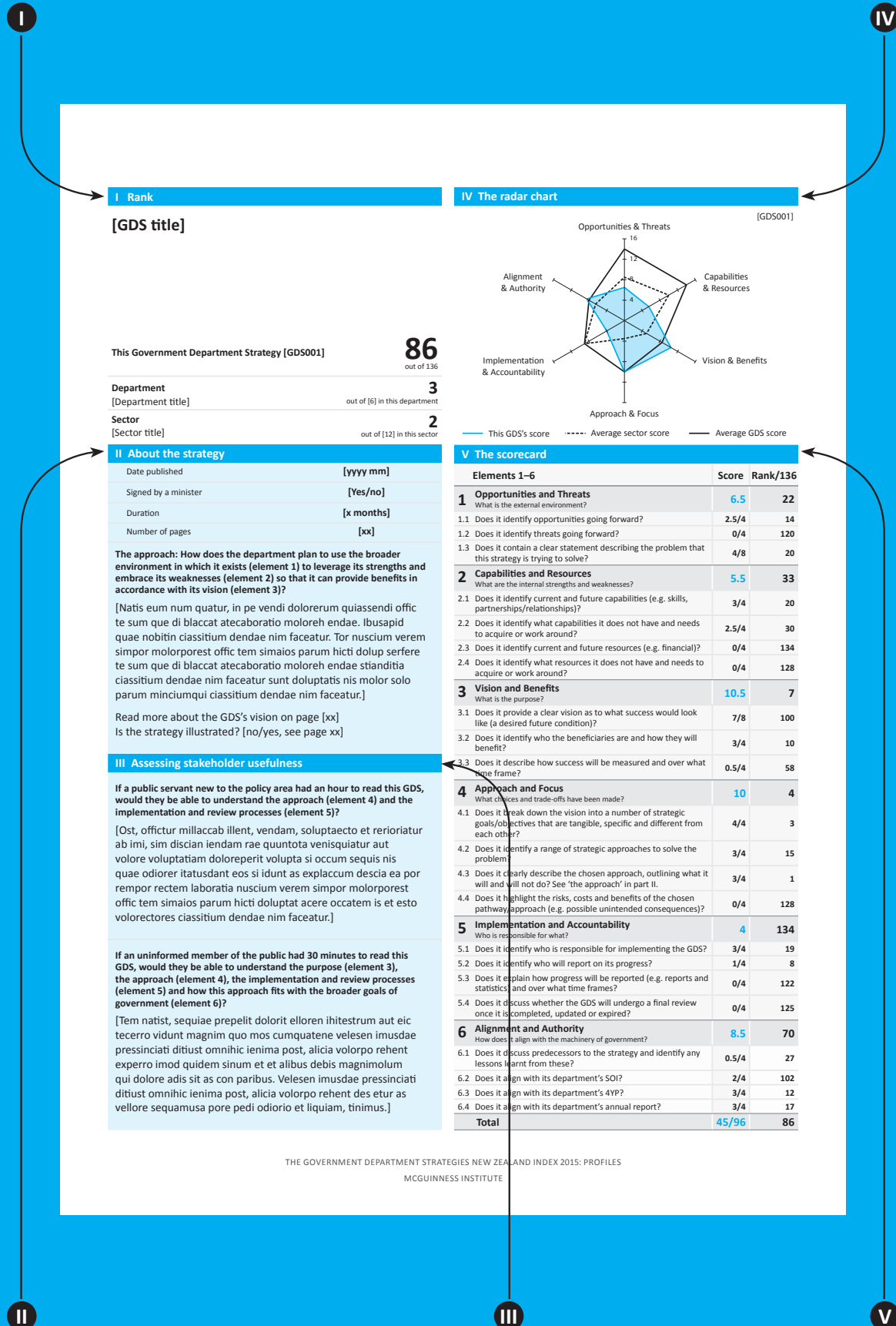
*Working Paper 2015/05: Tables Collating and Ranking Government Department Strategies in Operation
as at 30 June 2014*

*Working Paper 2015/06: Profiles Scoring Government Department Strategies in Operation as at
30 June 2014*

136

GDS Index NZ Profiles

How to read a GDS profile



The GDS profile provides a detailed picture of each GDS and how it performs against the six elements of the scorecard.

Each profile is ranked in order of highest to lowest, with the strategy awarded the highest score being ranked number one. The 136 strategies are in the same order as the list in Table 4.

For the purposes of this index, the list of the 136 government department strategies (GDSs) is a list of all GDSs in operation as at 30 June 2014.

The methodology of how this list was collected is contained in *Working Paper 2014/02: Analysis of Government Department Strategies Between 1 July 1994 and 30 June 2014—An overview*.

For more information about each element and sub-element of the GDS scorecard, please refer to *Working Paper 2015/04: Methodology for the Government Department Strategies Index New Zealand*. A glossary of key terms is provided at the back of the *Methodology*.

There are five parts to each GDS profile:

I Rank

Part I shows where each GDS's scorecard (see part V) sits in comparison with (i) the list of 136 GDSs, (ii) all GDSs within its department and (iii) all GDSs in its sector group.

The term 'government departments' refers to the 29 'departments of the public service' currently listed in Schedule 1 of the State Sector Act 1988.¹

The term 'sector' refers to the 10 groupings of departments based on the summary tables of the appropriation estimates in the Treasury's Budget 2014.²

II About this strategy

Part II outlines the basic features of the GDS. This information was obtained through the analysis of the GDS in *Working Paper 2014/01: List of Government Department Strategies Between 1 July 1994 and 30 June 2014* and includes essential information such as the date published, whether it was signed by a minister, the duration of the GDS and number of pages.

Where the profile asks if the GDS was signed by a minister, 'no' indicates that it was not, while 'not signed' indicates that nobody signed it.

'Not known' (NK) means that the duration of the strategy is not contained in the strategy document and could not be ascertained by researching the publication or contacting the department responsible. When the planned duration was not stated, the publication date was taken as the starting date. Durations were recorded in whole years (i.e. multiples of 12 months). Therefore, if a strategy ran from 2010–2014 and was published in June, it was assumed that its end date was in June, and it was recorded as having a duration of 48 months.

For more details on how the information in this part of the profile was obtained, see *Working Paper 2014/01: List of Government Department Strategies Between 1 July 1994 and 30 June 2014*.³

Part II also features a description of the strategy's approach. It aims to briefly outline 'how' the strategy will deliver benefits. This is subjective and is based on a close reading of the GDS. This part of the profile also points to the page on which the vision of the GDS can be found within the specific strategy document. If the GDS features an illustration or diagram of its strategy or approach, the page number where this is located is noted here.

¹ State Sector Act 1988. Retrieved from: <http://www.legislation.govt.nz/act/public/1988/0020/latest/DLM129110.html>

² The Treasury, 2014. *Summary Tables for the Estimates of Appropriations 2014/15*. Retrieved from: <http://www.treasury.govt.nz/budget/2014/summarytables/estimates/b14-sumtab-estimates.pdf>

³ McGuinness Institute, 2014. *Working Paper 2014/01: List of Government Department Strategies Between 1 July 1994 and 30 June 2014*. Retrieved from: http://www.mcguinnessinstitute.org/Site/Publications/Working_Papers.aspx

III Assessing stakeholder usefulness

Part III outlines the utility of the GDS for both a public servant and a member of the public. The information in this part is a result of a subjective qualitative analysis of each GDS. The method is explained in the methodology in Section 3 of *Working Paper 2015/04: Methodology for the Government Department Strategies Index New Zealand*.

IV The radar chart

The radar chart in part IV illustrates the score of a GDS compared with the average score of (i) GDSs in its sector and (ii) all 136 GDSs. A ‘department’s average score’ was not illustrated in the radar chart as the chart became too complex, and we decided the sector data may be more useful.

— This GDS's score

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

----- Average sector score

The average score of all GDSs in the respective GDS's sector is represented by a broken black line.

— Average GDS score

The average score of all 136 GDSs is represented by a solid black line.

V The scorecard

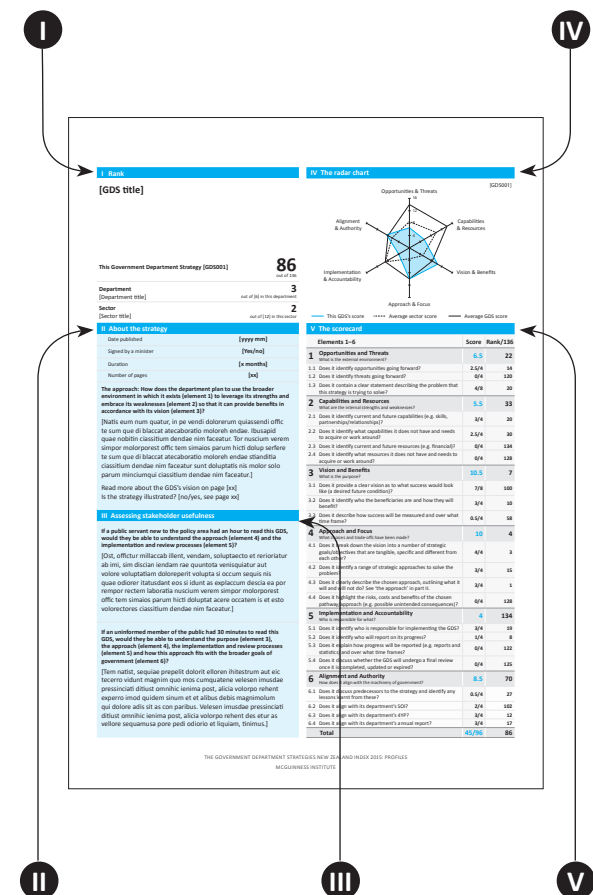
Part V lays out the GDS's scores against each of the six elements and 22 sub-elements of the scorecard.

Each element is identified by a bold single-digit notation (e.g. 1. *Opportunities and Threats*), and the sub-elements nested beneath this are identified by a two-digit notation (e.g. 1.1. *Does it identify opportunities going forward?*).

The GDS's score and rank for each of the six elements and 22 sub-elements are located on the two right-hand columns.

The GDS's score for each element is shown in the near-right column in bolded blue. Each element is scored out of 16 and each sub-element is scored out of either 4 or 8.

The GDS's rank for each element and sub-element is shown in the far-right column; the rank for each element is in bolded black. GDSs are ranked out of 136 for each element and sub-element.



136

GDS Index NZ
Profiles

I Rank

Recovery Strategy for Greater Christchurch, Mahere Haumanutanga o Waitaha

This Government Department Strategy [GDS001]

1
out of 136

Department

Canterbury Earthquake Recovery Authority

1
out of 1 in this department

Sector

Economic Development & Infrastructure Sector

1
out of 17 in this sector

II About the strategy

Date published	2012 May
Signed by a minister	Yes
Duration	48 months
Number of pages	48

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to coordinate recovery plans under the CERA Act by ensuring government, individuals, groups, clubs, communities, iwi, councils, the public and the public sector can share resources when necessary and identify which agency is controlling which recovery programme.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 8.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

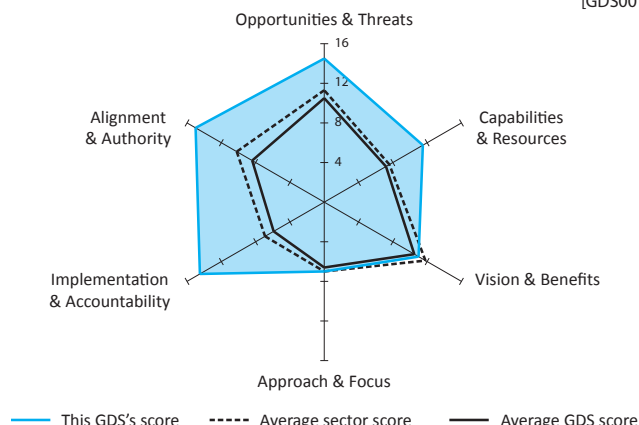
The key points of the issue are explained comprehensively. The GDS also explains what it is not able to address, which is extremely valuable information. There is information about how the outcomes sought will be achieved, but this could be explained more in more detail. There is good discussion of financial assets and partnerships.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clearly articulated. The GDS explains how it was drafted and the groups that were involved in this. There is a very clear section outlining exactly how and where the GDS will be reviewed. The GDS's structure is logical and clear, making it easy to read.

IV The radar chart

[GDS001]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	8/8	1
2 Capabilities and Resources What are the internal strengths and weaknesses?	11.5	17
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	3.5/4	15
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	14.5	1
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	4/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	73.5/96	1

I Rank

Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017

This Government Department Strategy [GDS103]

1
out of 136

Department
Ministry of Health

1
out of 29 in this department

Sector
Health Sector

1
out of 29 in this sector

II About the strategy

Date published	2012 December
Signed by a minister	Yes
Duration	60 months
Number of pages	71

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to articulate government expectations of the mental health and addiction services sector and to provide a direction for delivery of these services over the next five years.

Read more about the GDS's vision on page vi.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

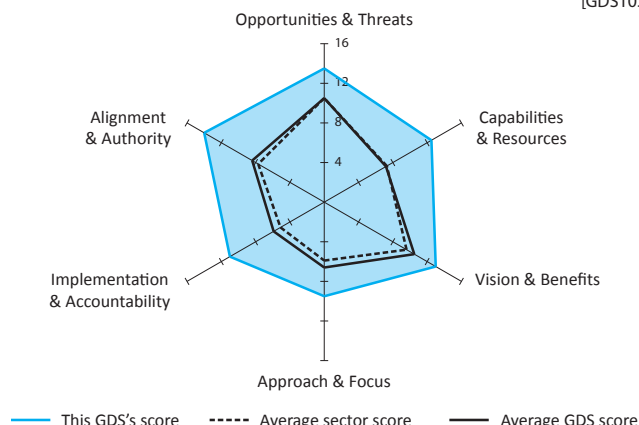
The key points of the issue are well covered, and there is very good discussion of how the outcomes sought will be achieved. The groups involved in the implementation of the GDS, and its beneficiaries, are well described. It discusses its integration with current of government priorities well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is easily understandable, as the GDS itself is well structured. The strategic outcomes are laid out clearly, and the GDS discusses its measurements of success well. The review process section is good.

IV The radar chart

[GDS103]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	12.5	12
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	2/4	33
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	9.5	14
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	11	16
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	3.5/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	14	16
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	73.5/96	1

I Rank

Tackling Methamphetamine: An Action Plan

This Government Department Strategy [GDS015]

3
out of 136

Department

Department of the Prime Minister and Cabinet

1
out of 3 in this department

Sector

Finance and Government Administration Sector

1
out of 6 in this sector

II About the strategy

Date published **2009 October**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **73**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to both weaken supply chains and reduce demand of methamphetamine by requiring the chief executives of relevant agencies to report regularly to the DPMC on drug plan policy.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? Yes, see page 21.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

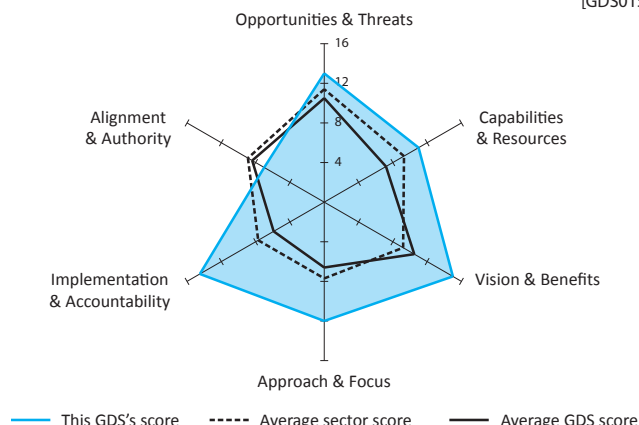
The key points of the issue are thoroughly explained, and the outcomes sought are set out very well, with specifics as to funding, responsibility and timing clarified. There is extensive discussion of the agencies involved in the plan.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clearly laid out and understandable. The monitoring framework is very useful; however, there could be more details about the review processes. The GDS provides very useful appendices.

IV The radar chart

[GDS015]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	8/8	1
2 Capabilities and Resources What are the internal strengths and weaknesses?	11	20
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	2/4	33
2.4 Does it identify what resources it does not have and needs to acquire or work around?	2.5/4	29
3 Vision and Benefits What is the purpose?	15	4
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7.5/8	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	12	2
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	4/4	1
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	14.5	1
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	4/4	8
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	72.5/96	3

I Rank

A Biosecurity Science Strategy for New Zealand, Mahere Rautaki Putaiao Whakamaru

This Government Department Strategy [GDS026]

4

out of 136

Department

Ministry for Primary Industries

1

out of 20 in this department

Sector

Primary Industries Sector

1

out of 25 in this sector

II About the strategy

Date published	2007 October
Signed by a minister	Not signed
Duration	300 months
Number of pages	68

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to improve biosecurity by establishing three sectoral advisory groups to interpret the goals of Biosecurity New Zealand and make science priority recommendations, which will be given to a high-level science advisory committee and approved by the minister of biosecurity.

Read more about the GDS's vision on page ii.
Is the strategy illustrated? Yes, see page 22.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

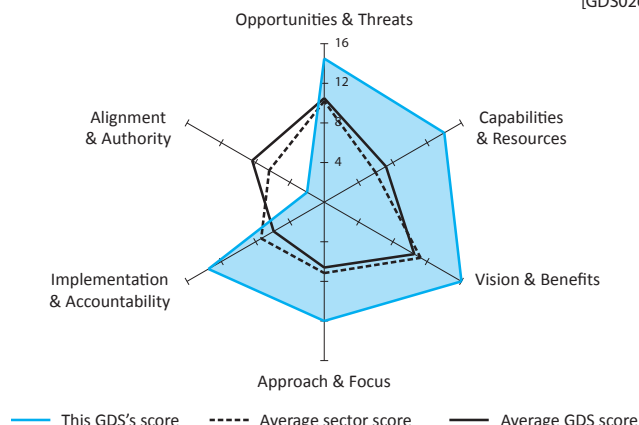
The key points of the issue and the ways the outcomes sought will be achieved are very well explained. There is comprehensive explanation of the time frames for delivery and the agencies involved in this.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are easy to understand, despite being long. The structure is strong and has explanations of technical terms. It is very clear who is responsible for monitoring progress and how this will occur.

IV The radar chart

[GDS026]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	14	7
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	16	1
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	12	2
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3.5/4	6
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	13.5	4
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	4/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	2.5/4	11
6 Alignment and Authority How does it align with the machinery of government?	2	128
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	72/96	4

I Rank

Rena: Long-term Environmental Recovery Plan

This Government Department Strategy [GDS051]

5
out of 136

Department
Ministry for the Environment

1
out of 10 in this department

Sector
Environment Sector

1
out of 15 in this sector

II About the strategy

Date published	2011 December
Signed by a minister	Yes
Duration	NK
Number of pages	33

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to coordinate the long-term recovery and restoration of the Bay of Plenty after *Rena* by identifying the main environmental issues and who is responsible for the recovery and maintenance of these.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

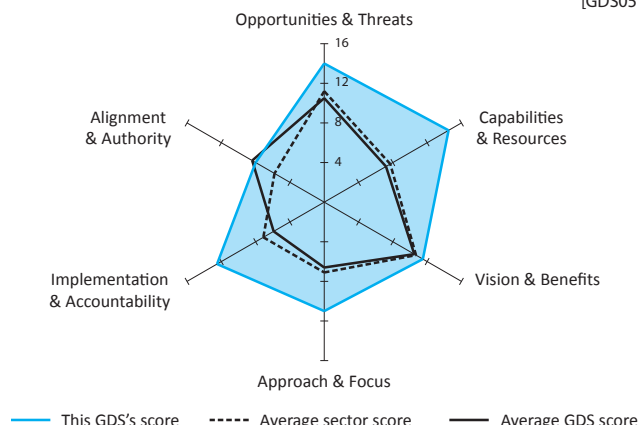
The key points of the issue and strategic outcomes are all included, and the ways that the outcomes sought will be achieved are explained. The GDS explains who drafted it, which is valuable information. The strategy is very good at informing a public servant on what their agency's role will be. However, there could be more detail on funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are explained comprehensively, along with the historical context to the oil spill and its consequences. The review processes set out are described as flexible.

IV The radar chart

[GDS051]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14	8
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	14.5	3
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	11.5	50
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	11	5
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	12.5	8
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	4/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	71.5/96	5

I Rank

Safer Journeys: Action Plan 2013–2015

This Government Department Strategy [GDS129]

5
out of 136

Department
Ministry of Transport

1
out of 6 in this department

Sector
Economic Development & Infrastructure Sector

2
out of 17 in this sector

II About the strategy

Date published **2013 March**

Signed by a minister **No**

Duration **24 months**

Number of pages **18**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to apply the 'Safe Systems Approach', which aims to reduce road deaths by actioning objectives across the transport sector towards 2020.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? Yes, see page 6.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

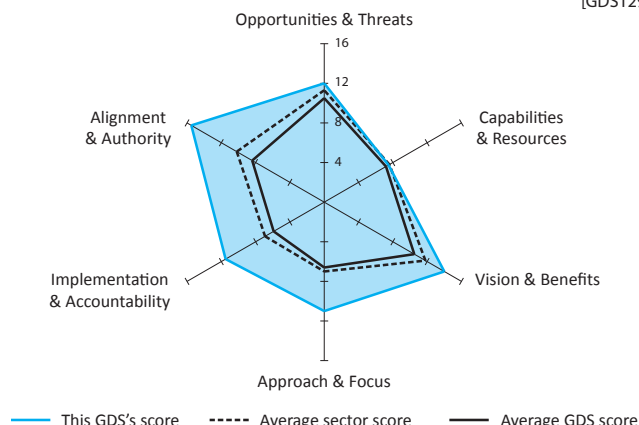
The key points of the issue are communicated clearly. The ways in which the outcomes sought will be achieved are explained very specifically (attaching an 'action' to each outcome sought), although there could be more information on funding. The GDS discusses its partners, stakeholders, and strategic context very well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are explained well. The history and context of the issue are also detailed, and the problems and solutions are set out clearly. However, there is minimal information on the review processes.

IV The radar chart

[GDS129]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	14	9
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	11	5
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1.5/4	11
5 Implementation and Accountability Who is responsible for what?	11.5	14
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	4/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	15.5	3
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	71.5/96	5

I Rank

Tau Mai Te Reo: The Māori Language in Education Strategy 2013–2017

This Government Department Strategy [GDS072]

7
out of 136

Department
Ministry of Education

1
out of 7 in this department

Sector
Education & Science Sector

1
out of 7 in this sector

II About the strategy

Date published	2013
Signed by a minister	Not signed
Duration	48 months
Number of pages	51

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to support MoE's other GDSs concerning outcomes for Māori by identifying the most effective areas for investment in Māori language.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? Yes, see page 33.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

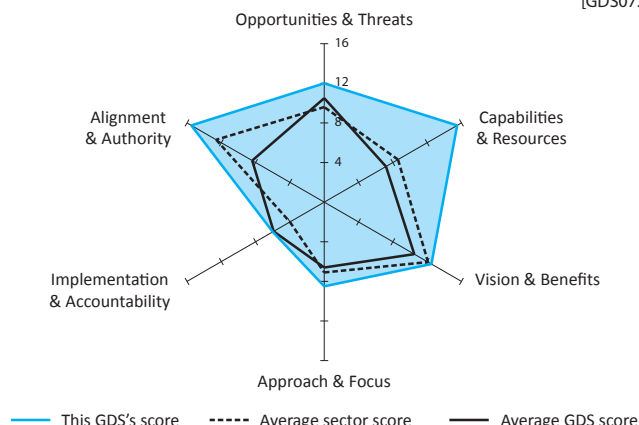
The key points of the strategy are clear despite it being a complex GDS which covers many areas. The outcomes sought are clear, and a public servant would have a good understanding of how they will be achieved. The GDS contains a lot of useful historical context, and there is good provision of context to the issue being discussed.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the GDS is clear, and the strategic outcomes are well set out. The GDS is well structured, and there is discussion of how the GDS will be reviewed.

IV The radar chart

[GDS072]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	15.5	1
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	1.5/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	15.5	3
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	70/96	7

I Rank

Ka Hikitia: Accelerating Success 2013-2017: The Māori Education Strategy

This Government Department Strategy [GDS071]

8
out of 136

Department
Ministry of Education

2
out of 7 in this department

Sector
Education & Science Sector

2
out of 7 in this sector

II About the strategy

Date published	2013
Signed by a minister	Not signed
Duration	48 months
Number of pages	60

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to work across a wide range of government agencies to ensure that investment in quality education for Māori students is effective.

Read more about the GDS's vision on page 11.
Is the strategy illustrated? Yes, see page 11.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

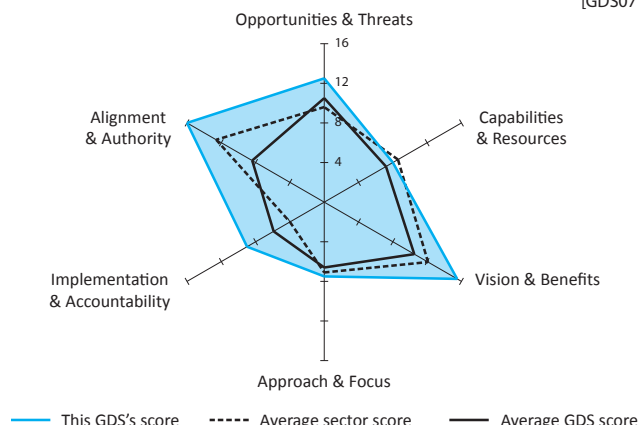
The key points are clearly outlined, and the GDS provides a historic and strategic context to the challenges it is aiming to address. The outcomes sought are explained well, and it is easy to understand how they will be achieved. There is comprehensive reference to stakeholders and other GDSs linked to this GDS. The 'key resources' page is valuable.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, and the structure of the GDS would enable a member of the public to easily navigate the GDS. The vision is well explained, and its strategic outcomes are clear. The review process is discussed, though this could be expanded on.

IV The radar chart

[GDS071]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12.5	33
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	2.5/4	27
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	15.5	2
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0.5/4	118
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1.5/4	11
5 Implementation and Accountability Who is responsible for what?	9	32
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	3.5/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	16	1
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	68.5/96	8

I Rank

Safer Journeys: New Zealand's Road Safety Strategy 2010–2020

This Government Department Strategy [GDS125]

8
out of 136

Department
Ministry of Transport

2
out of 6 in this department

Sector
Economic Development & Infrastructure Sector

3
out of 17 in this sector

II About the strategy

Date published	2010 March
Signed by a minister	Yes
Duration	120 months
Number of pages	45

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to isolate priority areas (towards 2020) which would increase the safety of New Zealand roads, with adjustments to objectives being made as needed.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? Yes, see page 11.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

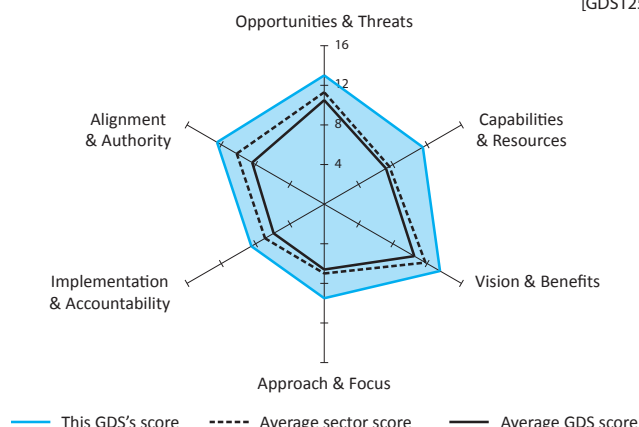
The key points of the issue are clear. The 'actions we can take' sections are informative regarding how the outcomes sought will be achieved; however, there could be more information on implementation and funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable; it is a technical GDS, but it is clearly structured. There is mention of review processes; however, it would be more helpful if contained in a separate section. The statistics and graphs in this GDS make it user-friendly.

IV The radar chart

[GDS125]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	11.5	17
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7.5/8	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	9.5	14
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2.5/4	2
5 Implementation and Accountability Who is responsible for what?	8.5	35
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	3/4	8
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	68.5/96	8

I Rank

National Health IT Plan Update

This Government Department Strategy [GDS106]

10
out of 136

Department
Ministry of Health

2

out of 29 in this department

Sector
Health Sector

2

out of 29 in this sector

II About the strategy

Date published	2013 November
Signed by a minister	No
Duration	72 months
Number of pages	32

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to continue implementation of the National Health IT Plan and identify work programs to prioritise which will provide all New Zealanders with access to their personal health information by 2014.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? Yes, see page 4.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

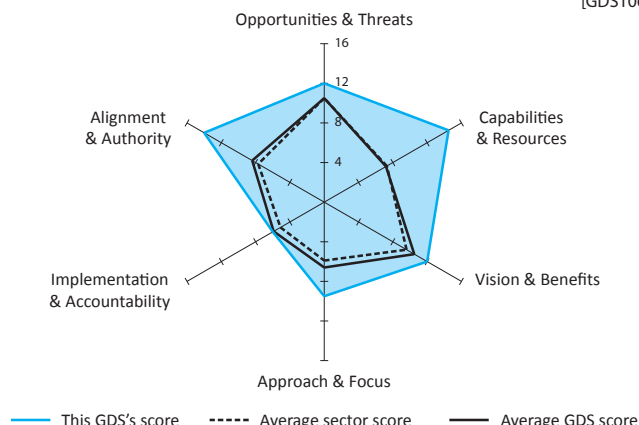
The key points of the GDS are informative; however, the structure of the GDS is difficult to navigate. The prioritisation of goals in the GDS and the diagram of work programme interaction are effective. The strategic outcomes and how they will be achieved are very clear, although there could be more funding information attached to them.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable. The GDS provides a comprehensive background to the issues discussed and describes progress being made in this area. The review process discussion is sufficient.

IV The radar chart

[GDS106]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	14.5	3
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	12	44
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	9.5	14
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0.5/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	14	16
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	68/96	10

I Rank

Youth Crime Action Plan 2013–2023 Report

This Government Department Strategy [GDS114]

10
out of 136

Department
Ministry of Justice

1

out of 3 in this department

Sector
Justice Sector

1

out of 7 in this sector

II About the strategy

Date published	2013 October
Signed by a minister	Yes
Duration	120 months
Number of pages	58

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to continue collaborations across agencies and communities and build on previous strategies concerning youth crime, as well as the Children's Action Plan and Whānau Ora, to set out best-practice measures for the next 10 years.

Read more about the GDS's vision on page 4.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

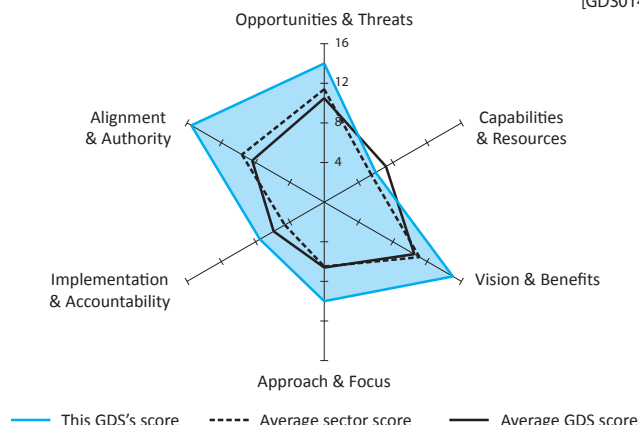
The key points of the issue are well articulated, and there is discussion of the GDS's strategic context. The GDS explains how it integrates with other programmes and strategies, and it outlines all agencies involved in its implementation. The implementation plan for outcomes sought is clear; however, there could be more information as to the time frames that apply to them.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the GDS is easy to understand, and there are many illustrations which demonstrate the focus and use of the GDS. The strategic outcomes are clear for the public; however, the GDS needs more information on review processes.

IV The radar chart

[GDS014]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14	8
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	15	4
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	10	10
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	7.5	43
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0.5/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	15.5	3
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	68/96	10

I Rank

Understanding Our Geographic Information Landscape: A New Zealand Geospatial Strategy: A Coordinated Approach to Location Information

This Government Department Strategy [GDS018]

12
out of 136

Department

Land Information New Zealand

1

out of 5 in this department

Sector

Primary Industries Sector

2

out of 25 in this sector

II About the strategy

Date published	2007 January
Signed by a minister	Yes
Duration	NK
Number of pages	28

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to focus on the ways in which government can improve the management and integration of the geospatial resources in the public sector.

Read more about the GDS's vision on page 15.
Is the strategy illustrated? Yes, see page 28.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

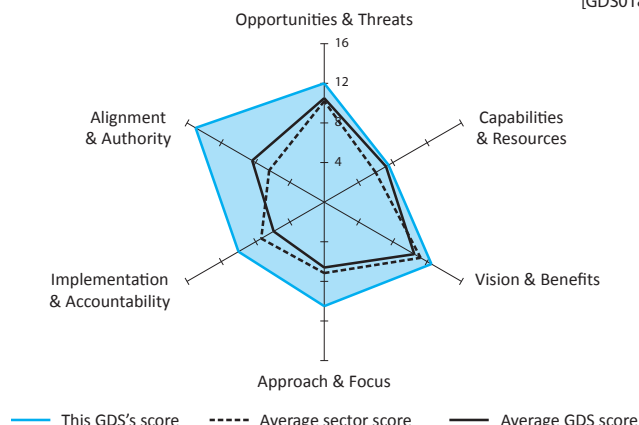
The key points of the issue are well explained and thoroughly explored. There is discussion of how this GDS links to other government strategies and good explanation of whom the strategy is for and how each stakeholder is placed. The GDS is well integrated with government's wider strategy. However the objectives sought need more information about funding and timing attached to them.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is well set out, particularly considering the technical subject matter it is discussing, and it contains case studies which enable the public to understand the key issues. Its outcomes are clear and presented with diagrams. The review processes are well explained, and a highly useful separate section on evaluation is included.

IV The radar chart

[GDS018]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	10.5	9
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	10	24
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	67.5/96	12

I Rank

Transforming the New Zealand Census of Population and Dwellings: Issues, Options, and Strategy

This Government Department Strategy [GDS134]

13
out of 136

Department
Statistics New Zealand

1

out of 2 in this department

Sector
Māori, Other Populations & Cultural Sector

1

out of 8 in this sector

II About the strategy

Date published	2012 April
Signed by a minister	Not signed
Duration	216 months
Number of pages	43

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to focus on the future direction of the current census model, whilst developing and testing alternate long-term options.

Read more about the GDS's vision on page 8.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

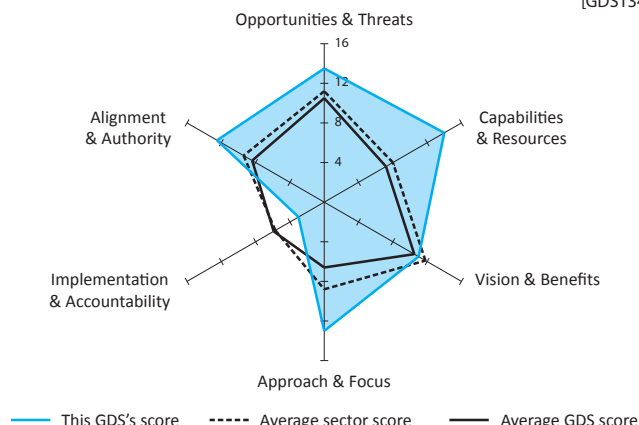
The key points of the issue and outcomes sought are communicated clearly. There is a clearly isolated section devoted to the explanation of 'context', which makes it accessible for public servants. However, it does not go into detail regarding how the sought outcomes will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clear. However, there is no mention of review processes. The structure of the GDS is very clear and user-friendly.

IV The radar chart

[GDS134]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	14	7
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	13	1
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	4/4	1
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	3/4	1
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	1/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	67/96	13

I Rank

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

This Government Department Strategy [GDS062]

14
out of 136

Department

Ministry of Business, Innovation and Employment

1

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

4

out of 17 in this sector

II About the strategy

Date published **2012 November**

Signed by a minister **No**

Duration **336 months**

Number of pages **15**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to enable and support Māori to participate as equal partners in New Zealand's economic development – using three success areas to primarily focus on.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

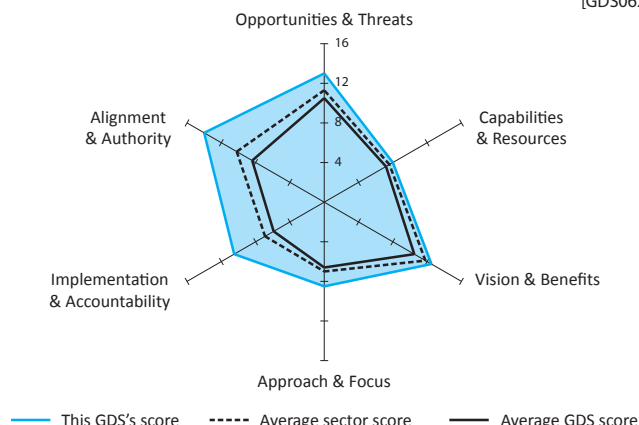
The key points of the issue and outcomes sought are well communicated, and the GDS discusses its integration with the Business Growth Agenda. The 'measures of success' section is comprehensive, with detailed indicators given for each goal, and the action plan clearly explains how each of the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clearly articulated. The review processes are made clear. There are very useful tables in the GDS. However, while the strategy states who will report on the strategy, when or how these reports will be made is not clear.

IV The radar chart

[GDS062]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	4/4	1
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	10.5	20
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	4/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	14	16
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	66.5/96	14

I Rank

Intelligent Transport Systems Technology Action Plan 2014–18: Transport in the Digital Age

This Government Department Strategy [GDS130]

14
out of 136

Department
Ministry of Transport

3
out of 6 in this department

Sector
Economic Development & Infrastructure Sector

4
out of 17 in this sector

II About the strategy

Date published **2014 May**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **35**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to support government's four long-term goals for the transport system in New Zealand by enabling the Ministry of Transport, the NZ Transport Agency and other transport/data agencies to implement intelligent transport systems over the next five years or more.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

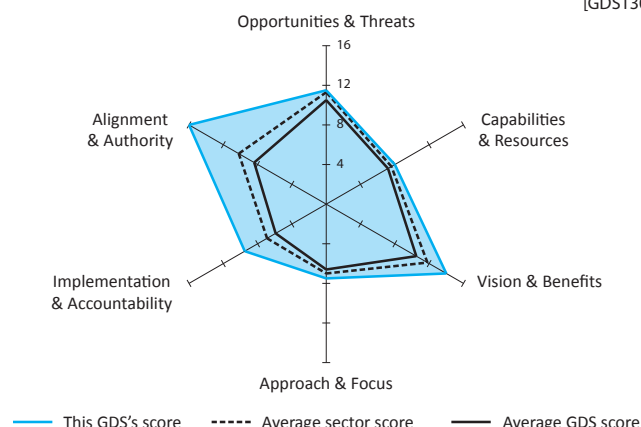
The key points of the issue are detailed thoroughly. The ways in which the outcomes sought will be achieved are clear, although time frames could be improved and more funding details added.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clearly articulated. This GDS is very user-friendly. However, there is only a brief mention of review processes.

IV The radar chart

[GDS130]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	14	9
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	9.5	28
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	1.5/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1.5/4	55
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	16	1
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	66.5/96	14

I Rank

National Infrastructure Plan 2011

This Government Department Strategy [GDS135]

16
out of 136

Department
Treasury

1

out of 2 in this department

Sector

Finance and Government Administration Sector

2

out of 6 in this sector

II About the strategy

Date published	2011 July
Signed by a minister	Yes
Duration	NK
Number of pages	61

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to build on the previous infrastructure plan and set out investment principles, which will be overseen by many wings of government until review and update of the plan in 2014.

Read more about the GDS's vision on page 7.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

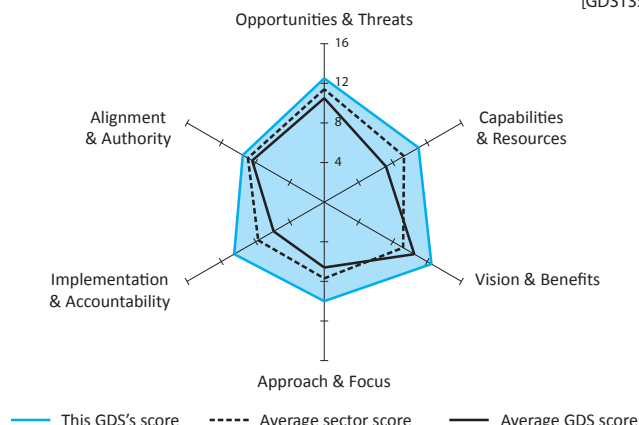
The key points of the issue are well covered. The ways in which the outcomes sought will be achieved are addressed thoroughly, and there is a clear breakdown of resources which make up the infrastructure sector. However, the GDS would be improved with a more comprehensive timetable.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable, though more information on the direction of the strategy would be helpful. There are many case studies and diagrams which illustrate clearly where progress is being made. There is minimal discussion of review.

IV The radar chart

[GDS135]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12.5	33
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	11	20
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	2.5/4	29
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	10	10
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	10.5	20
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	9.5	49
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	66/96	16

I Rank

Result 10 Blueprint: A Strategy for Digital Public Services

This Government Department Strategy [GDS014]

17
out of 136

Department

Department of Internal Affairs

1

out of 4 in this department

Sector

Māori, Other Populations & Cultural Sector

2

out of 8 in this sector

II About the strategy

Date published	2014 June
Signed by a minister	No
Duration	NK
Number of pages	68

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to ensure that all government agencies coordinate their approach to digital services, focusing on customers, led by DIA and implemented through the Digital Service Council.

Read more about the GDS's vision on page 10.

Is the strategy illustrated? Yes, see page 9.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

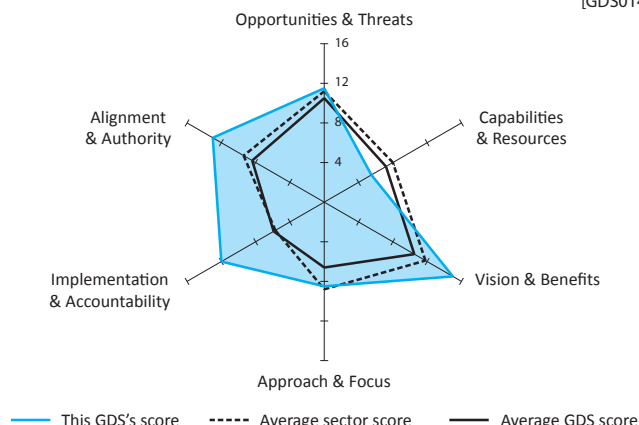
The key points of the issue are clear, along with who the strategy applies to and the stakeholders involved. There is a lot of integration with the Government Result Action Plan. It also references other government strategies concerning ICT. The outcomes sought are outlined, but there could be more concrete details attached to the strategic objectives.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable and is clearly illustrated by case studies throughout. There is a lot of very useful information for the public – for example, page 10 explains the major agencies involved in the implementation of the GDS. The 'consumer vision' makes it clear which outcomes will benefit the public. There is no mention of review processes however.

IV The radar chart

[GDS014]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	15	4
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	12	10
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	3/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	2/4	13
6 Alignment and Authority How does it align with the machinery of government?	13	22
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	65.5/96	17

I Rank

Government ICT Strategy and Action Plan to 2017

This Government Department Strategy [GDS013]

18
out of 136

Department

Department of Internal Affairs

2

out of 4 in this department

Sector

Māori, Other Populations & Cultural Sector

3

out of 8 in this sector

II About the strategy

Date published **2013 June**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **47**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to operate a services-based model for ICT to ensure government self-service channels are invested in and supported by state services agencies.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? Yes, see page 6.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

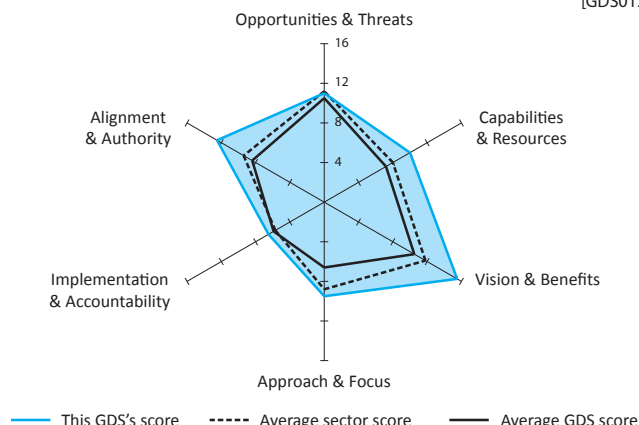
The key points of the issue are thoroughly explained, along with the historical content of the issue with policy progress to date. The ways in which the outcomes sought will be achieved are made very clear, and it discusses which agencies are responsible and involved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clearly articulated, and the GDS does well to discuss the vision in comparison to the current state. The GDS also contains a useful glossary. However, the review processes are not made available to members of the public.

IV The radar chart

[GDS013]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	10	27
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	1.5/4	36
2.4 Does it identify what resources it does not have and needs to acquire or work around?	2/4	31
3 Vision and Benefits What is the purpose?	15.5	2
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7.5/8	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	9.5	14
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	6.5	50
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	1.5/4	8
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	65/96	18

I Rank

Delivering Better Public Services: Reducing Crime and Re-offending Result Action Plan

This Government Department Strategy [GDS113]

19
out of 136

Department
Ministry of Justice

2
out of 3 in this department

Sector
Justice Sector

2
out of 7 in this sector

II About the strategy

Date published **2012 July**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **16**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to collaborate across multiple agencies to meet specific targets outlined in the Results Action Plan which will aim to reduce opportunities for crime in youth and reduce youth reoffending.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? Yes, see page 3.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

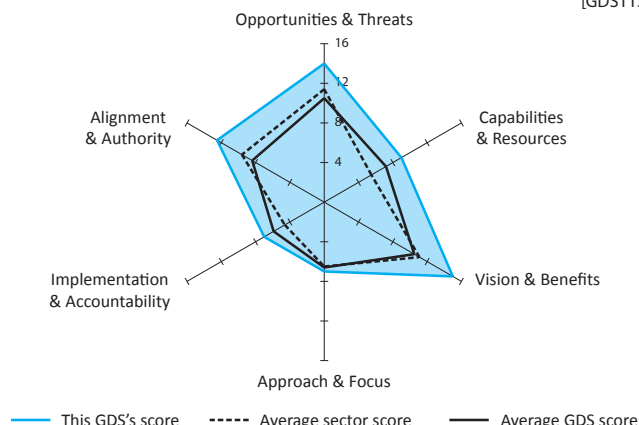
The key points of the issue and the outcomes sought are very clearly set out. The 'actions' in this GDS provide good explanation of how the strategic outcomes will be achieved. The GDS comprehensively discusses funding requirements, and the role of each agency is clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the GDS is comprehensively explained, and a member of the public would easily understand the strategic outcomes and their accompanying time frames. The information provided on review is insufficient however.

IV The radar chart

[GDS113]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14	8
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	9	33
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	15	4
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	7	47
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	2.5/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	64.5/96	19

I Rank

New Zealand Energy Strategy to 2050: Powering our Future: Towards a Sustainable Low Emissions Energy System

This Government Department Strategy [GDS057]

20
out of 136

Department

Ministry of Business, Innovation and Employment

2

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

6

out of 17 in this sector

II About the strategy

Date published **2007 October**

Signed by a minister **Yes**

Duration **516 months**

Number of pages **107**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set a direction for the energy sector so that the right market conditions and policy landscape exist to ensure the energy demands of New Zealand's economy are met.

Read more about the GDS's vision on page 15.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

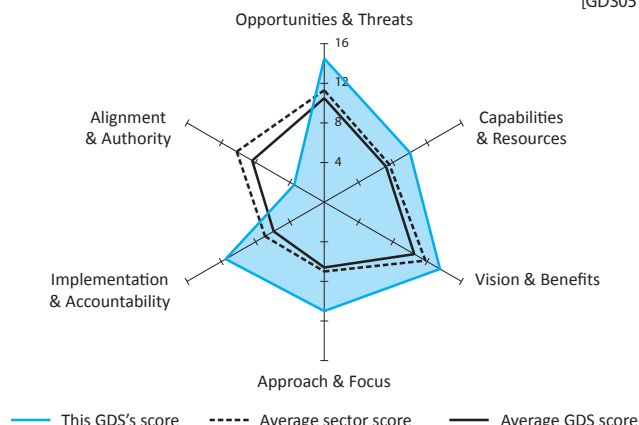
The key points of the issue are outlined comprehensively, including the links between other GDSs/ government policies and its opportunities and threats. However, the strategy is too long to read in an hour and could benefit from a clearer structure. Information on how the outcomes sought will be achieved is very detailed.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable, although the structure would have to be improved and the length shortened for them to be understood in depth. The review processes are made clear.

IV The radar chart

[GDS057]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	10	27
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	2/4	33
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	11	5
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3.5/4	6
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1.5/4	11
5 Implementation and Accountability Who is responsible for what?	11.5	14
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3.5/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	64/96	20

I Rank

Statistics New Zealand: Strategic Plan 2010–20

This Government Department Strategy [GDS133]

20
out of 136

Department
Statistics New Zealand

2
out of 2 in this department

Sector
Māori, Other Populations & Cultural Sector

4
out of 8 in this sector

II About the strategy

Date published	2010 September
Signed by a minister	No
Duration	120 months
Number of pages	24

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to outline the high-level direction and priorities that Statistics New Zealand will have over the next decade.

Read more about the GDS's vision on page 8.
Is the strategy illustrated? Yes, see page 7.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

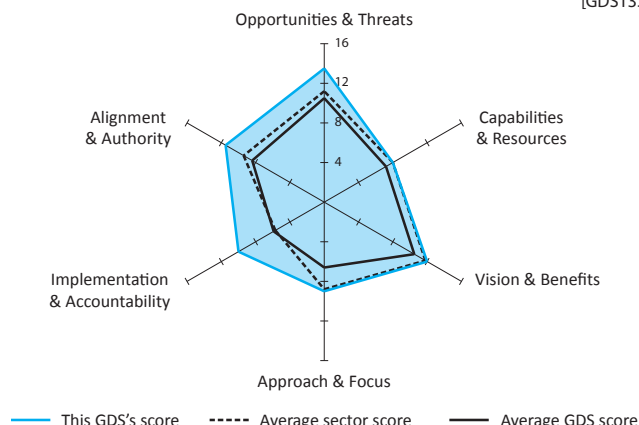
The key points of the issue and outcomes sought are covered well. The ways in which the outcomes sought will be achieved are explained; however, there needs to be more information regarding time frames and measures of success.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are very clear. There is also detailed information regarding review processes and monitoring the context of the issue.

IV The radar chart

[GDS133]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	12	44
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	9	20
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	10	24
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	3/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11.5	36
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5/4	94
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	64/96	20

I Rank

Workplace Health and Safety Strategy for New Zealand to 2015, Ruataki mō te Haumarū me te Hauora o te Wāhi Mahi mō Aotearoa ki te 2015

This Government Department Strategy [GDS055]

22
out of 136

Department

Ministry of Business, Innovation and Employment

3

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

7

out of 17 in this sector

II About the strategy

Date published	2005 June
Signed by a minister	Yes
Duration	144 months
Number of pages	28

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to provide direction for workplace health and safety which builds on existing legislative frameworks by coordinating efforts across many agencies including government agencies, local government, unions and industry organisations.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? Yes, see page 11.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

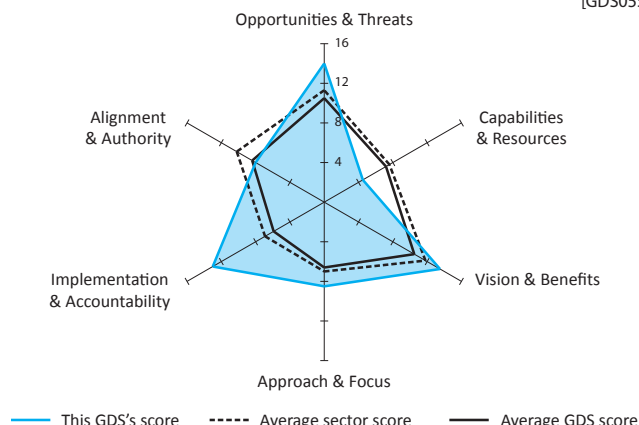
The key points of the issue are covered – the scoping of threats in the focus area is very comprehensive. A public servant would understand how the outcomes sought will be achieved for the most part, including who is responsible for each part of the plan.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear and well set out, although the strategy could have provided context in a better way. The strategic outcomes are well articulated. The review processes are detailed very well.

IV The radar chart

[GDS055]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14	8
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	13	7
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3.5/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	2/4	13
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	61.5/96	22

I Rank

The New Zealand Biodiversity Strategy

This Government Department Strategy [GDS002]

23
out of 136

Department

Department of Conservation

1

out of 5 in this department

Sector

Environment Sector

2

out of 15 in this sector

II About the strategy

Date published **2000 February**

Signed by a minister **Yes**

Duration **NK**

Number of pages **144**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to manage New Zealand's biodiversity using a threat management response at all levels (including partnerships between agencies), such as government, land managers and iwi.

Read more about the GDS's vision in the executive summary. Is the strategy illustrated? Yes, see page 124.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

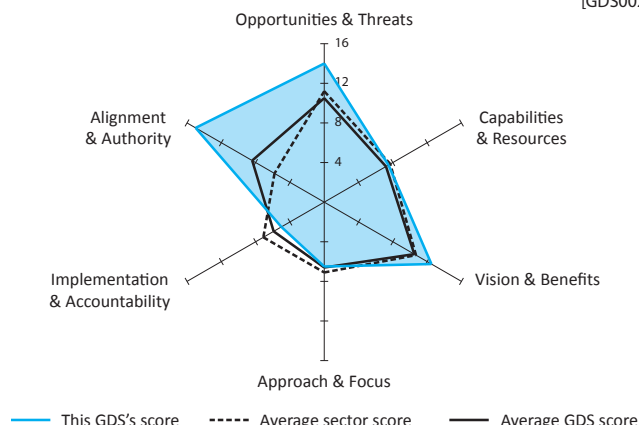
The key points and information, such as the lead agencies and stakeholders, are well articulated and detailed, but how the outcomes sought will be achieved remains vague. Discussion of agencies and stakeholders involved with the implementation of the GDS is good.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the strategy is clear, however, due to the GDS being very long and lacking a review process, a member of the public may be confused as to how its outcomes will be reached. The GDS is not well structured and this means some of the information is overwhelming.

IV The radar chart

[GDS002]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14	8
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0.5/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	60.5/96	23

I Rank

Clean Healthy Air for All New Zealanders: The National Air Quality Compliance Strategy to Meet the PM10 Standard

This Government Department Strategy [GDS050]

23
out of 136

Department

Ministry for the Environment

2

out of 10 in this department

Sector

Environment Sector

2

out of 15 in this sector

II About the strategy

Date published	2011 August
Signed by a minister	Yes
Duration	NK
Number of pages	64

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to support the achievement of the targets in the resource management regulations (National Environmental Standards for Air Quality) by preparing a toolkit for decision-makers in councils to achieve air quality targets.

Read more about the GDS's vision on page 21.

Is the strategy illustrated? Yes, see page 50.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and context are very clear. The GDS has a highly useful diagram which explains how it fits with other documents strategically. It states clearly how the outcomes sought (options for compliance with PM10 standard) can be achieved, as well as giving a comprehensive outline of threats. Its scope and purpose are clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and context are very clear, although the GDS is long. The strategic outcomes section needs to be isolated better. There is no comprehensive discussion of review.

IV The radar chart

[GDS050]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	8/8	1
2 Capabilities and Resources What are the internal strengths and weaknesses?	4	115
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	9.5	14
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	3.5/4	6
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1.5/4	11
5 Implementation and Accountability Who is responsible for what?	14.5	1
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	4/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	5.5	102
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	60.5/96	23

I Rank

Delivering Better Public Services: Supporting Vulnerable Children: Result Action Plan

This Government Department Strategy [GDS121]

23
out of 136

Department

Ministry of Social Development

1

out of 9 in this department

Sector

Social Development and Housing Sector

1

out of 9 in this sector

II About the strategy

Date published **2012 August**

Signed by a minister **Not signed**

Duration **60 months**

Number of pages **20**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to identify four specific scenarios of success with regard to protecting vulnerable children and implement these across the social sector agencies in order to improve social services generally.

Read more about the GDS's vision on page 5.

Is the strategy illustrated? Yes, see page 2.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

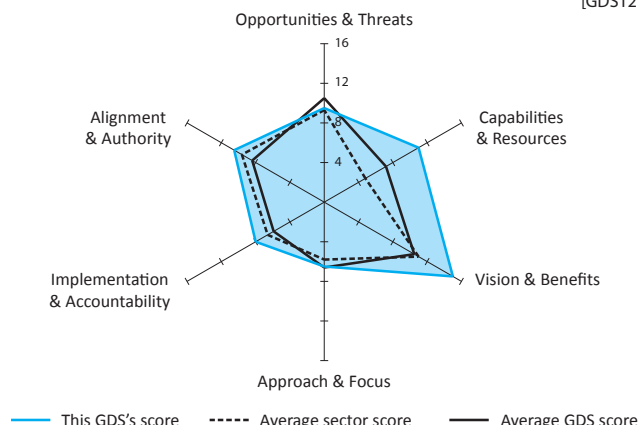
The key points of the issue are communicated clearly. The ways in which the outcomes sought will be achieved are explained, although not in great depth. The GDS is linked closely to the Government's Better Public Services results and priorities.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and is understandable, although it could be made clearer. The strategic outcomes are well explained, with specific statistical examples given. The review processes are set out clearly.

IV The radar chart

[GDS121]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	11	20
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	15	4
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7.5/8	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	8	40
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	3/4	8
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	10.5	45
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	60.5/96	23

I Rank

The New Zealand Disability Strategy: Making a World of Difference: Whakanui Oranga

This Government Department Strategy [GDS087]

26
out of 136

Department
Ministry of Health

3

out of 29 in this department

Sector
Health Sector

3

out of 29 in this sector

II About the strategy

Date published	2001 April
Signed by a minister	Yes
Duration	NK
Number of pages	32

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to (i) support key departments, territorial authorities and non-departmental public bodies to develop annual *New Zealand Disability Strategy* implementation plans and (ii) set out key objectives for them, which will enable them to improve the lives of people with disabilities.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and strategic outcomes are understandable and are given good context. The GDS considers how it fits with other GDSs, especially MoH strategies. The ways in which the strategic outcomes will be achieved are not explained.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clearly explained, and there is discussion of how the GDS was devised. It is very detailed in outlining how review processes will happen and who will carry these out.

IV The radar chart

[GDS087]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	12	44
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	13.5	4
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3.5/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	59.5/96	26

I Rank

Preventing and Minimising Gambling Harm: Six-year Strategic Plan 2010/11–2015/16

This Government Department Strategy [GDS098]

27
out of 136

Department
Ministry of Health

4

out of 29 in this department

Sector
Health Sector

4

out of 29 in this sector

II About the strategy

Date published **2010 May**

Signed by a minister **Yes**

Duration **72 months**

Number of pages **37**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to outline strategic alliances with key stakeholders involved in preventing and minimising gambling harm in order to provide MoH funding where it is needed most.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and its context are presented very well. The threats and trends are well covered, and the GDS comprehensively discusses MoH's statement of intent as well as its integration with *Whānau Ora* and other GDSs. The outcomes sought and how they will be achieved have been communicated excellently.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, and the public would understand the strategic outcomes. The GDS is structured very well. However, there could be more explicit information about review.

IV The radar chart

[GDS098]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	12	44
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	9.5	14
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	10.5	20
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	4/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	9.5	49
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	59/96	27

I Rank

Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand Carers' Strategy Action Plan for 2014 to 2018

This Government Department Strategy [GDS123]

27
out of 136

Department
Ministry of Social Development

2

out of 9 in this department

Sector
Social Development and Housing Sector

2

out of 9 in this sector

II About the strategy

Date published **2014 February**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **13**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to improve the care sector by delivering action plans involving both MSD and carers' representative bodies.

Read more about the GDS's vision on page 8.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the GDS are explained, although the GDS needs to clearly articulate more the opportunities and threats inherent in the 'strategic ecosystem'. The ways in which the outcomes sought will be achieved are understandable, although they need more explicit detail.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clear, as the GDS is aimed at carers and not public servants. However, more context could be given. The discussion of review processes could be more comprehensive.

IV The radar chart

[GDS123]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	9	20
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	11	16
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	3.5/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1.5/4	16
6 Alignment and Authority How does it align with the machinery of government?	9	53
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	59/96	27

I Rank

New Zealand Urban Design Protocol

This Government Department Strategy [GDS045]

29
out of 136

Department

Ministry for the Environment

3

out of 10 in this department

Sector

Environment Sector

4

out of 15 in this sector

II About the strategy

Date published	2005 March
Signed by a minister	Yes
Duration	NK
Number of pages	34

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to encourage central and local government, property developers, educational institutes and other groups to voluntarily commit to specified urban design initiatives with support from government.

Read more about the GDS's vision on page 4.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are clearly communicated. The GDS explains how it links to *Sustainable Development for New Zealand: Programme of Action*, which is great for context. The outlining of opportunities and threats is comprehensive. The outcomes sought are not articulated clearly enough however, though it is stated how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable; however, there needs to be a more singular structure of the GDS. The explanation of review processes is comprehensive.

IV The radar chart

[GDS045]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	8.5	35
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	12	44
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	13.5	4
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	3.5/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	3	121
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	58.5/96	29

I Rank

New Zealand's National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants

This Government Department Strategy [GDS046]

29
out of 136

Department

Ministry for the Environment

3

out of 10 in this department

Sector

Environment Sector

4

out of 15 in this sector

II About the strategy

Date published	2006 December
Signed by a minister	Yes
Duration	NK
Number of pages	81

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to implement the obligations New Zealand has under the Stockholm Convention by coordinating MoE work programmes and devising guides for industry and the public.

Read more about the GDS's vision on page 7.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and its context are set out comprehensively. There is a lot of strategic history discussed. The strategic outcomes and the way they will be achieved are difficult to understand however, as the strategy is too long and technical.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are difficult to understand, as it is a very technical strategy. However, the glossary is useful for a member of public – though the structure of the GDS could be improved to make it more readable. The review processes are discussed, although this section could be improved by being standalone.

IV The radar chart

[GDS046]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	12.5	12
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	8.5	35
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	2/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	0/4	106
Total	58.5/96	29

I Rank

Pest Management National Plan of Action

This Government Department Strategy [GDS032]

31
out of 136

Department

Ministry for Primary Industries

2

out of 20 in this department

Sector

Primary Industries Sector

3

out of 25 in this sector

II About the strategy

Date published **2011 February**

Signed by a minister **Not signed**

Duration **300 months**

Number of pages **38**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to devise a set of pest management principles which will drive consistency and collaboration in pest management, enabling all decision-makers and stakeholders (such as DOC, MAF, regional councils and industry) to make decisions in line with MPI policy.

Read more about the GDS's vision on page 8.

Is the strategy illustrated? Yes, see page 8.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and the outcomes sought are well explained. A public servant would gain a solid understanding of the relationships between relevant agencies making decisions on pest management. However, there could be more information on finding mechanisms and resources.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but the strategic outcomes could be made more specific so that their outputs are more readily understood. Information on the review processes is adequate but could benefit from information on who will carry it out.

IV The radar chart

[GDS032]



V The scorecard

Elements 1–6		Score	Rank/136
1 Opportunities and Threats	What is the external environment?	12	39
1.1	Does it identify opportunities going forward?	2.5/4	63
1.2	Does it identify threats going forward?	3/4	55
1.3	Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources	What are the internal strengths and weaknesses?	5.5	80
2.1	Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3	Does it identify current and future resources (e.g. financial)?	0/4	84
2.4	Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits	What is the purpose?	13	24
3.1	Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2	Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3	Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus	What choices and trade-offs have been made?	7	54
4.1	Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2	Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability	Who is responsible for what?	12	10
5.1	Does it identify who is responsible for implementing the GDS?	3/4	41
5.2	Does it identify who will report on its progress?	3/4	42
5.3	Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4	Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	2/4	13
6 Alignment and Authority	How does it align with the machinery of government?	8.5	58
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2	Does it align with its department's SOI?	2/4	54
6.3	Does it align with its department's 4YP?	2/4	40
6.4	Does it align with its department's annual report?	2/4	60
Total		58/96	31

I Rank

Measures to Improve Youth Mental Health

This Government Department Strategy [GDS017]

32
out of 136

Department

Department of the Prime Minister and Cabinet

2

out of 3 in this department

Sector

Finance and Government Administration Sector

3

out of 6 in this sector

II About the strategy

Date published **2012 June**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **10**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to trial new initiatives focused on improving the mental health of youth and closely monitor their results, whilst also building on currently successful programmes.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

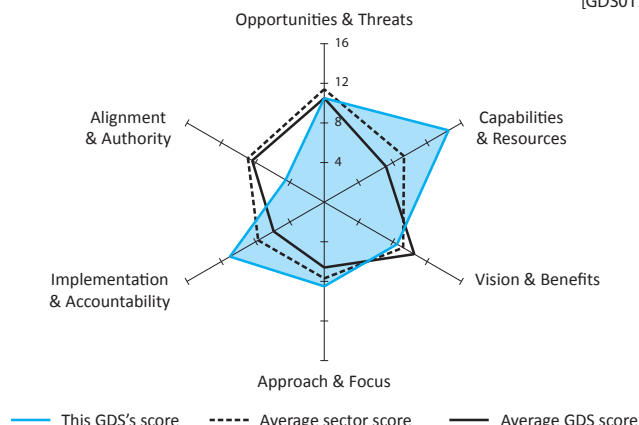
The key points of issue are set out clearly. There is a good stock-take of existing initiatives and how to build on those, with specific funding details included. The outcomes sought are well explained, along with the agencies who will be involved in implementation.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but the public would not understand it in detail. The strategic outcomes sought have a lot of detailed information attached to them. The structure of the GDS could be clearer however, and there needs to be more information on review processes.

IV The radar chart

[GDS017]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	14.5	3
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	11	16
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	3/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	4.5	109
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	57.5/96	32

I Rank

National Plan of Action for the Conservation and Management of Sharks 2013

This Government Department Strategy [GDS039]

32
out of 136

Department
Ministry for Primary Industries

3
out of 20 in this department

Sector
Primary Industries Sector

4
out of 25 in this sector

II About the strategy

Date published	2013
Signed by a minister	Yes
Duration	48 months
Number of pages	34

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to implement objectives necessary to meet New Zealand's international obligations for the protection of sharks across MFAT, DOC and MPI.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? Yes, see page 6.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and the ways in which the outcomes sought will be achieved are set out very clearly. The GDS's integration with international obligations and its extremely comprehensive discussion of its timeframe are very accessible.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and the strategic outcomes are easily understandable. The GDS clearly explains the opportunities and threats surrounding the issue and illustrates the implementation plan in a user-friendly way. The review processes are mentioned succinctly.

IV The radar chart

[GDS039]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	9	32
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	2/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1.5/4	55
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	2.5/4	11
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	57.5/96	32

I Rank

Government Policy Statement on Land Transport Funding 2012/13–2021/22

This Government Department Strategy [GDS127]

32
out of 136

Department
Ministry of Transport

4

out of 6 in this department

Sector
Economic Development & Infrastructure Sector

8

out of 17 in this sector

II About the strategy

Date published **2011 July**

Signed by a minister **Yes**

Duration **36 months**

Number of pages **28**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to break down the government's investment in the *National Land Transport Fund* and discuss how it benefits all major transport operations and the councils/contractors overseeing these.

Read more about the GDS's vision on page 6.

Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

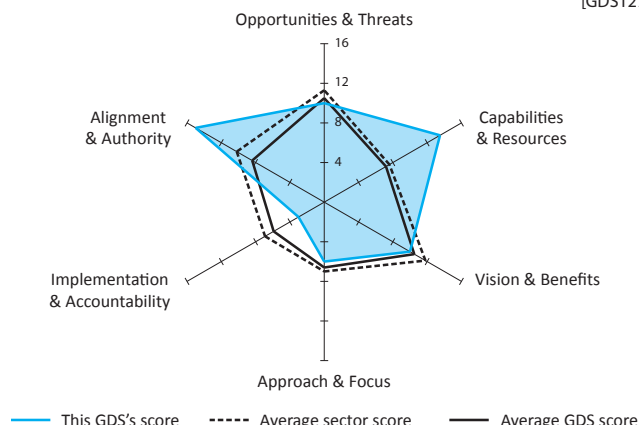
The key points of the issue and outcomes sought are well articulated. However, although there is good information on funding, there is minimal information explaining how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable only on a basic level, as this is a very technical GDS. The review processes need to be better articulated.

IV The radar chart

[GDS127]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	13.5	10
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	0.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	57.5/96	32

I Rank

Defence White Paper 2010

This Government Department Strategy [GDS064]

35
out of 136

Department
Ministry of Defence

1

out of 3 in this department

Sector
External Sector

1

out of 13 in this sector

II About the strategy

Date published **2010 November**

Signed by a minister **Yes**

Duration **300 months**

Number of pages **98**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to outline the areas needing investment within the defence sector, setting out the best way to get value for money over the next 25 years.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

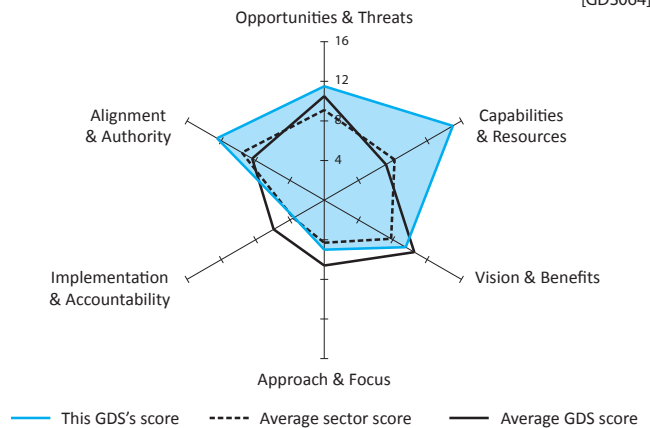
The key points of the issue are explained comprehensively. However, the GDS is very long and has a weak structure. The outcomes sought, and the ways they will be achieved, are not made clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are not clear, and the amount of information is overwhelming. There is no mention of review processes.

IV The radar chart

[GDS064]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	15	2
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	3.5/4	15
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	57/96	35

I Rank

Youth Development Strategy Aotearoa: Action for Child and Youth Development

This Government Department Strategy [GDS119]

35
out of 136

Department

Ministry of Social Development

3

out of 9 in this department

Sector

Social Development and Housing Sector

3

out of 9 in this sector

II About the strategy

Date published	2002 January
Signed by a minister	Yes
Duration	NK
Number of pages	49

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MSD to articulate priorities which will inform work programmes designed for families, organisations and government to use to improve quality of life for youth.

Read more about the GDS's vision on page 15.
Is the strategy illustrated? Yes, see page 18.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

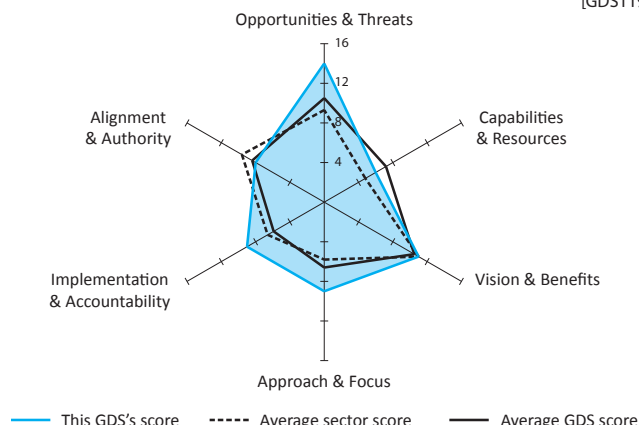
The key points are well articulated, and there is good discussion of how the outcomes sought will be achieved. However, the structure of the GDS is convoluted, and some of the outcomes are not accompanied by enough practical detail. The GDS states that some of its outcomes are purposely broad. The GDS discusses its various beneficiaries very well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable by a member of the public, as the GDS is well structured. A member of the public would not be able to read the entire GDS in an hour, but due to the user-friendly structure, they most likely would be able to gain a sound understanding of its strategic outcomes. The discussion of review processes is not sufficient.

IV The radar chart

[GDS119]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14	8
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	9	20
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	4/4	1
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	9	32
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	2.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	57/96	35

I Rank

Pasifika Education Plan 2013–2017

This Government Department Strategy [GDS070]

37
out of 136

Department
Ministry of Education

3

out of 7 in this department

Sector
Education & Science Sector

3

out of 7 in this sector

II About the strategy

Date published	2012 November
Signed by a minister	Yes
Duration	48 months
Number of pages	14

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to put Pacifica learners and their families at the centre of the education system and set the direction for Pacifica education for the next five years.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? Yes, see page 3.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

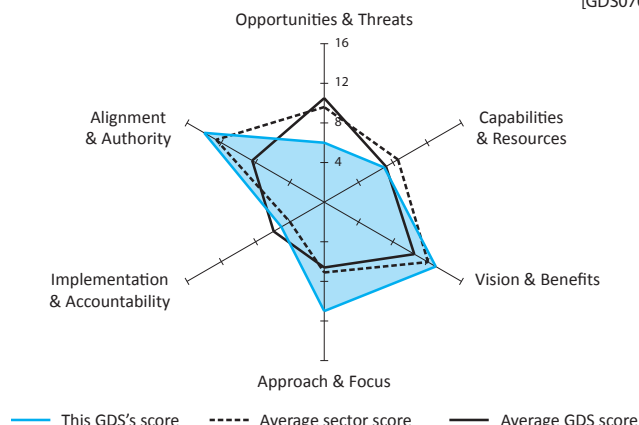
The key points of the issue are explained, as well the GDS's integration with the targets of Better Public Services. The outcomes sought and the ways they will be achieved are communicated clearly. The 'key statistics' effectively provides context.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable, although the structure could be clearer. There is minimal information regarding review processes.

IV The radar chart

[GDS070]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	6	124
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3/8	121
2 Capabilities and Resources What are the internal strengths and weaknesses?	7	60
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	11	5
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	4/4	1
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	1/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	14	16
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	56/96	37

I Rank

Preventing and Minimising Gambling Harm: Three-year Service Plan and Levy Rates for 2013/14 to 2015/16

This Government Department Strategy [GDS104]

37
out of 136

Department
Ministry of Health

5

out of 29 in this department

Sector
Health Sector

5

out of 29 in this sector

II About the strategy

Date published **2013 May**

Signed by a minister **Not signed**

Duration **36 months**

Number of pages **31**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to outline the budget intentions of the MoH for the next three years (including the gambling levy rate), with a view to implementing a work programme aiming to reduce harm from gambling in the long term.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are clear, as there is a lot of supporting contextual information provided. There is good discussion of the threats and challenges in the strategic landscape. The outcomes are clear; however, more information on how they will be achieved is needed.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable; however, the GDS would be difficult for members of the public to navigate, as the structure lacks clarity. Similarly, the strategic outcomes should be better structured. The GDS needs more information on review.

IV The radar chart

[GDS104]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8.5	103
1.1 Does it identify opportunities going forward?	0.5/4	131
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	14.5	3
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	1/4	134
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	6.5	50
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	1/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	56/96	37

I Rank

International Development Group Strategic Plan 2012–2015: Development that Delivers

This Government Department Strategy [GDS079]

39
out of 136

Department

Ministry of Foreign Affairs and Trade

1

out of 9 in this department

Sector

External Sector

2

out of 13 in this sector

II About the strategy

Date published **2012 September**

Signed by a minister **Not signed**

Duration **36 months**

Number of pages **25**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set medium-term goals to be utilised by MFAT (with partners) in order to deliver on 25 programmes that aim to increase sustainable economic development in selected countries.

Read more about the GDS's vision on page 4.

Is the strategy illustrated? Yes, see page 2.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

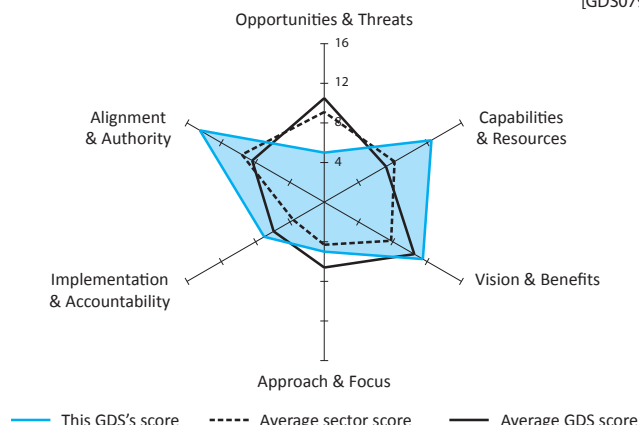
The key points of the issue and outcomes sought are reasonably informative. The GDS discusses how it links with MFAT's strategic priorities set out in its statement of intent. In order to understand how the outcomes sought will be achieved, there needs to be clearer identification of strategic objectives and implementation plans.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but the strategic outcomes are not. The strategy is primarily intended for internal use at MFAT. The GDS discusses the need to finish and operationalise its review framework. This is necessary as in the GDS there is brief discussion of success measures, but this needs more information regarding process.

IV The radar chart

[GDS079]



V The scorecard

Elements 1–6		Score	Rank/136
1 Opportunities and Threats	What is the external environment?	5	129
1.1	Does it identify opportunities going forward?	3/4	37
1.2	Does it identify threats going forward?	0/4	126
1.3	Does it contain a clear statement describing the problem that this strategy is trying to solve?	2/8	127
2 Capabilities and Resources	What are the internal strengths and weaknesses?	12.5	12
2.1	Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2	Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3	Does it identify current and future resources (e.g. financial)?	4/4	1
2.4	Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits	What is the purpose?	11.5	50
3.1	Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2	Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3	Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus	What choices and trade-offs have been made?	5	96
4.1	Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2	Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3	Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4	Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability	Who is responsible for what?	7	47
5.1	Does it identify who is responsible for implementing the GDS?	1/4	122
5.2	Does it identify who will report on its progress?	3/4	74
5.3	Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4	Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority	How does it align with the machinery of government?	14.5	14
6.1	Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2	Does it align with its department's SOI?	4/4	1
6.3	Does it align with its department's 4YP?	4/4	1
6.4	Does it align with its department's annual report?	4/4	1
Total		55.5/96	39

I Rank

New Zealand Suicide Prevention Strategy 2006–2016

This Government Department Strategy [GDS092]

40
out of 136

Department
Ministry of Health

6

out of 29 in this department

Sector
Health Sector

6

out of 29 in this sector

II About the strategy

Date published	2006 June
Signed by a minister	Yes
Duration	120 months
Number of pages	32

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to identify where new investment is needed and to assist government and non-government service providers who are working in the field of suicide prevention to ensure a uniform approach is taken.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? Yes, see page 2.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

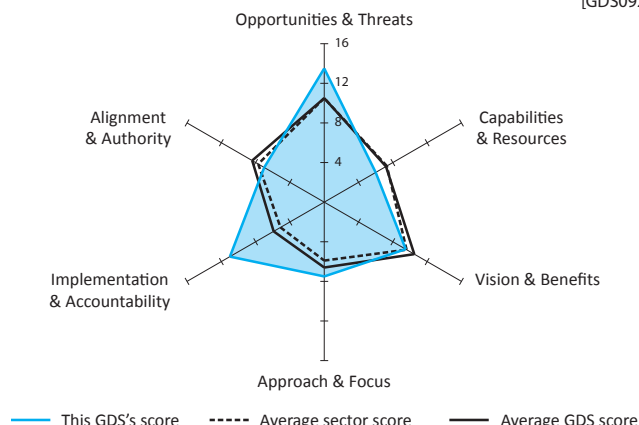
The key points of the issue are thoroughly explained. There is good discussion of how this GDS integrates with supporting strategies. The ways in which the outcomes sought will be achieved are explained, though there are few tangible measurements provided. However, the GDS notes that action plans will be developed every five years to support its implementation.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are very clearly explained, with a great amount of context provided. There is a comprehensive section discussing review processes.

IV The radar chart

[GDS092]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	11	16
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	4/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	54.5/96	40

I Rank

Connecting New Zealand: A Summary of the Government's Policy Direction for Transport

This Government Department Strategy [GDS126]

40
out of 136

Department
Ministry of Transport

5

out of 6 in this department

Sector
Economic Development & Infrastructure Sector

9

out of 17 in this sector

II About the strategy

Date published	2011 August
Signed by a minister	Yes
Duration	NK
Number of pages	43

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to clearly show how government's broad policy direction for transport is applied to each sector, by discussing the resources MoT needs to implement the policy.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

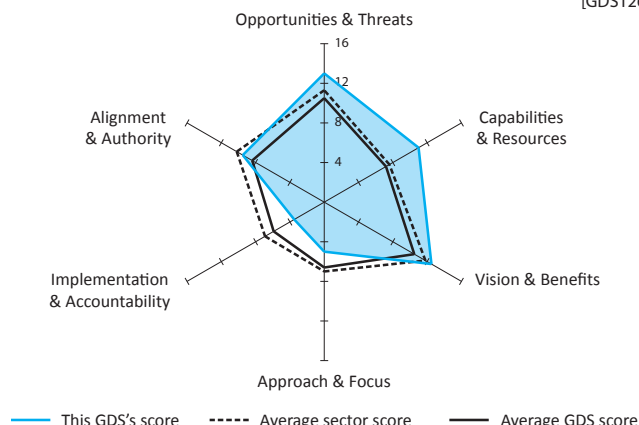
The key points of the issue are clear, and the discussions of funding are comprehensive and very detailed. However, the GDS could benefit from a clearer structure and more detailed explanation of the outcomes sought and the problems to be solved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are relatively clear. However, the issues could be better framed, and there is no discussion of review processes.

IV The radar chart

[GDS126]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	11	20
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	3.5/4	15
2.4 Does it identify what resources it does not have and needs to acquire or work around?	2/4	31
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	9.5	49
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5/4	94
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	54.5/96	40

I Rank

New Zealand's Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of Action: A Partnership Approach

This Government Department Strategy [GDS025]

42
out of 136

Department

Ministry for Primary Industries

4

out of 20 in this department

Sector

Primary Industries Sector

5

out of 25 in this sector

II About the strategy

Date published	2007 September
Signed by a minister	Yes
Duration	NK
Number of pages	16

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set up a peak group, comprised of local government, Māori and sector representatives, which will oversee the work programmes carried out by the three main government and industry partnership working groups on climate change.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

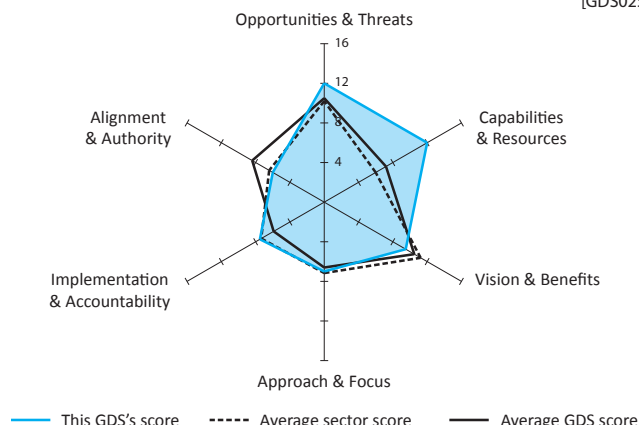
The key points of the issue are not explained in detail. The outcomes sought are outlined well, and a public servant would clearly understand the intention of the department. However, how (and when) these outcomes will be achieved is not clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, and the strategic outcomes are well set out. However, a member of the public would not gain understanding of the implementation timeline or review process from reading this GDS.

IV The radar chart

[GDS025]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	12	16
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	7.5	43
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	2/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	0/4	106
Total	54/96	42

I Rank

Strengthening New Zealand's Resistance to Organised Crime: An All-of-government Response August 2011

This Government Department Strategy [GDS112]

43
out of 136

Department
Ministry of Justice

3

out of 3 in this department

Sector
Justice Sector

3

out of 7 in this sector

II About the strategy

Date published	2011 August
Signed by a minister	Yes
Duration	36 months
Number of pages	37

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to work across multiple agencies, such as the Police, Customs and the IRD, to identify areas to focus on in order to collaboratively strengthen New Zealand's resistance to organised crime.

Read more about the GDS's vision on page 8.

Is the strategy illustrated? Yes, see page 8.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are well articulated and would give a public servant a sound understanding of the issue. There is a good amount of contextual information provided; however, the GDS lacks specifics as to how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable, and the strategic outcomes are supported by contextual information which might aid the public in understanding them. The GDS features explanations of unknown terms and outlines partnerships very well. There is only minimal discussion of review processes however.

IV The radar chart

[GDS112]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	8	39
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	9.5	28
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	0/4	106
Total	53.5/96	43

I Rank

The New Zealand School Property Strategy 2011-2021

This Government Department Strategy [GDS068]

44
out of 136

Department
Ministry of Education

4

out of 7 in this department

Sector
Education & Science Sector

4

out of 7 in this sector

II About the strategy

Date published	2011
Signed by a minister	No
Duration	120 months
Number of pages	21

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to manage the New Zealand school property portfolio through the School Property Infrastructure Group, enabling them to communicate the key projects and direction to the sector.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 4.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

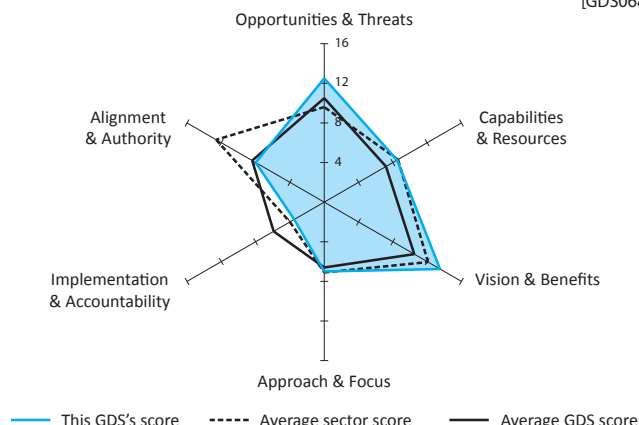
The key points of the issue are explained clearly, as well as the challenges involved and whom the strategy applies to and how. The measures of success are specific, and the ways in which the outcomes sought will be achieved are communicated well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and the strategic outcomes are set out very well. There is clear explanation of when certain activities need to be finished, and the GDS is easy to read. However, there needs to be discussion of review processes.

IV The radar chart

[GDS068]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12.5	33
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	8.5	35
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1.5/4	126
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	2.5/4	27
2.4 Does it identify what resources it does not have and needs to acquire or work around?	2/4	31
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	53/96	44

I Rank

New Zealand Energy Efficiency and Conservation Strategy 2011–2016

This Government Department Strategy [GDS060]

45
out of 136

Department

Ministry of Business, Innovation and Employment

2

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

10

out of 17 in this sector

II About the strategy

Date published **2011**

Signed by a minister **Yes**

Duration **60 months**

Number of pages **12**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to deliver on the government objectives seen in the *New Zealand Energy Strategy* by proposing objectives for different stakeholders focused on reduction of energy usage.

Read more about the GDS's vision on page 17.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

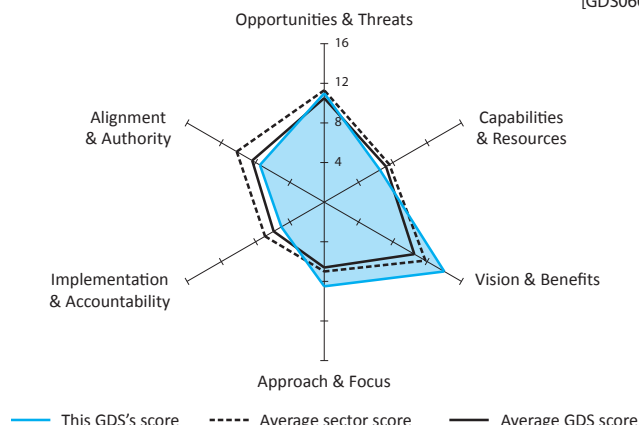
The key points of the issue and context, along with how the GDS links to the overarching *New Zealand Energy Strategy*, are explained relatively clearly. The agencies and time frames involved in achieving the outcomes sought are made clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clearly set out. However, there needs to be more discussion of review.

IV The radar chart

[GDS060]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	14	9
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0.5/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7.5	75
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	52.5/96	45

I Rank

Campylobacter Risk Management Strategy

This Government Department Strategy [GDS043]

46
out of 136

Department
Ministry for Primary Industries

5

out of 20 in this department

Sector
Primary Industries Sector

6

out of 25 in this sector

II About the strategy

Date published **2013 July**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **19**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach focuses on risk management, coordinating the activities of the Pathogen Management Group to ensure stakeholders understand the measures necessary to prevent the spread of *Campylobacter*.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

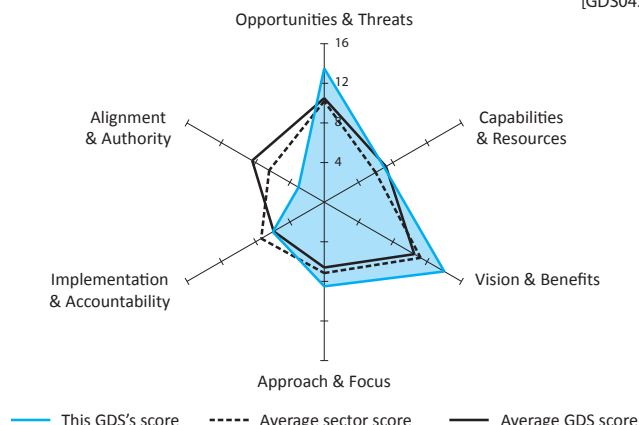
The key points of the issue and outcomes sought are informative, though the way the outcomes are set out could be clearer. The GDS refers to its strategic predecessor, which is very useful information for a public servant. There is sufficient information regarding how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable, though the outcomes could be explained more clearly and with more detail. Review processes are only briefly touched on.

IV The radar chart

[GDS043]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	7	60
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	14	9
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	1.5/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1.5/4	55
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	3	121
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	52/96	46

I Rank

Defence Capability Plan

This Government Department Strategy [GDS066]

46
out of 136

Department
Ministry of Defence

2

out of 3 in this department

Sector
External Sector

3

out of 13 in this sector

II About the strategy

Date published **2014 June**

Signed by a minister **Yes**

Duration **NK**

Number of pages **40**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to build on the first *Defence Capability Plan* and the *Defence White Paper 2010* and set the priorities for NZDF purchases over the next 10 years in line with budget constraints.

Read more about the GDS's vision on page 4.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

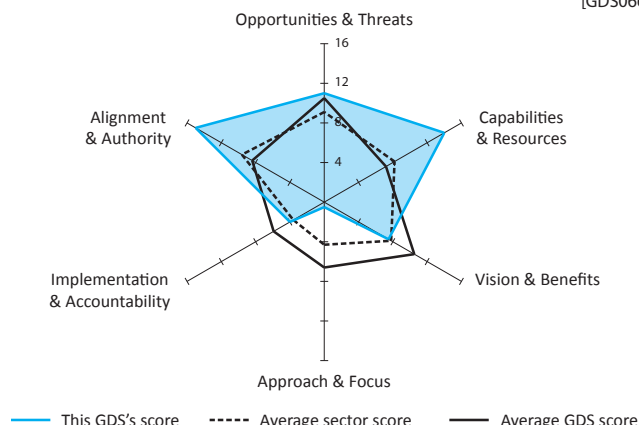
The key points of the issue are explained clearly, and the GDS discusses how it fits in with its predecessor and the 2010 *Defence White Paper*. A public servant would be informed somewhat as to how the outcomes sought will be achieved, but more information is needed as to who will carry out the implementation.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not easily understandable as it is a technical GDS, and the strategic outcomes are not clearly set out. There needs to be more discussion as to the review processes.

IV The radar chart

[GDS066]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	14	7
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	2.5/4	27
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	7.5	113
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	0.5	136
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	0/4	133
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	52/96	46

I Rank

Health of Older People Strategy

This Government Department Strategy [GDS089]

46
out of 136

Department
Ministry of Health

7

out of 29 in this department

Sector
Health Sector

7

out of 29 in this sector

II About the strategy

Date published	2002
Signed by a minister	Not signed
Duration	NK
Number of pages	86

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MoH and DHBs to partner to improve the health of older people by implementing the strategy and monitoring outcomes according to each individual DHB's implementation plan.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are well explained. The strategy explains where it is situated in relation to other GDSs and has an informative 'relationship between strategies' section. The outcomes sought are expressed clearly, and the ways in which they will be achieved is explained well, although they could be more time specific.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is easily understandable and clearly set out, although the strategy is long. The strategic outcomes are very specific and include information as to who will carry them out. There is discussion of review; however, this could be more comprehensive.

IV The radar chart

[GDS089]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	10	24
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	3/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6.5	89
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	52/96	46

I Rank

National Civil Defence Emergency Management Strategy

This Government Department Strategy [GDS012]

49
out of 136

Department

Department of Internal Affairs

3

out of 4 in this department

Sector

Māori, Other Populations & Cultural Sector

5

out of 8 in this sector

II About the strategy

Date published **2008 March**

Signed by a minister **Yes**

Duration **NK**

Number of pages **15**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach derives from the CDEM Act (Civil Defence & Emergency Act) and involves managing the risks of dealing with hazards by appointing a CDEM agency to support the strategy.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? Yes, see page 4.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

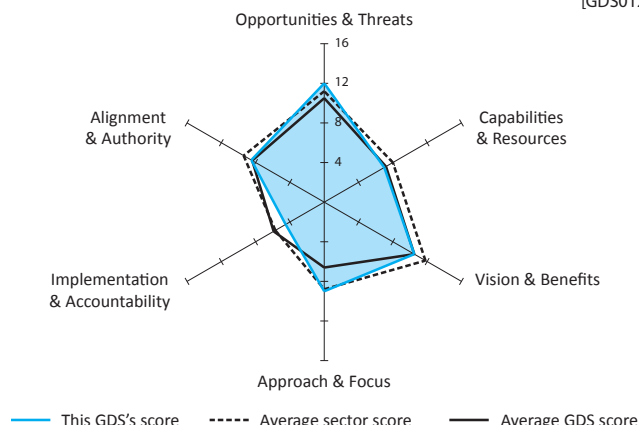
The key points of the issue are well covered, along with the progress made on its vision to date and previous iterations of its strategy. The outcomes sought are outlined, but there is insufficient information on how these will be achieved. However, the GDS assesses agencies responsible and partnerships very well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is very clear. The strategic outcomes are understandable, albeit slightly confusing (with respect to the different plans, guides and legislation that play a part in the CDEM). There needs to be discussion of review.

IV The radar chart

[GDS012]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	8/8	1
2 Capabilities and Resources What are the internal strengths and weaknesses?	7	60
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	9	20
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4.5	71
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0.5/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8.5	58
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	51.5/96	49

I Rank

National Fisheries Plan for Deepwater and Middle-depth Fisheries

This Government Department Strategy [GDS029]

49
out of 136

Department

Ministry for Primary Industries

6

out of 20 in this department

Sector

Primary Industries Sector

7

out of 25 in this sector

II About the strategy

Date published	2010
Signed by a minister	Not signed
Duration	60 months
Number of pages	158

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MPI's fisheries department to prioritise strategic objectives found in the GDS *Fisheries 2030* according to a five-year timeline involving commercial, amateur and iwi use of fisheries.

Read more about the GDS's vision on page 5.

Is the strategy illustrated? Yes, see page 4

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are not well defined. The objectives sought and their implementation, as well as their prioritisation, are explained clearly. However, there is a lack of information as to the resources and partnerships the GDS will use.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clear, and the GDS integrates itself well with other operational fisheries plans. However, there could be more on explanation of the review and monitoring processes, and the structure could be made clearer – currently it is too long, technical and detailed.

IV The radar chart

[GDS029]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3.5/8	116
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	14	9
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	10	24
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	4/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	51.5/96	49

I Rank

National Fisheries Plan for Highly Migratory Species (HMS) 2010–2015

This Government Department Strategy [GDS030]

49
out of 136

Department
Ministry for Primary Industries

6
out of 20 in this department

Sector
Primary Industries Sector

7
out of 25 in this sector

II About the strategy

Date published	2010
Signed by a minister	Yes
Duration	60 months
Number of pages	49

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to manage the outcomes for New Zealand fisheries' highly migratory species with a Fisheries Plan Advisory Group.

Read more about the GDS's vision on page v.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

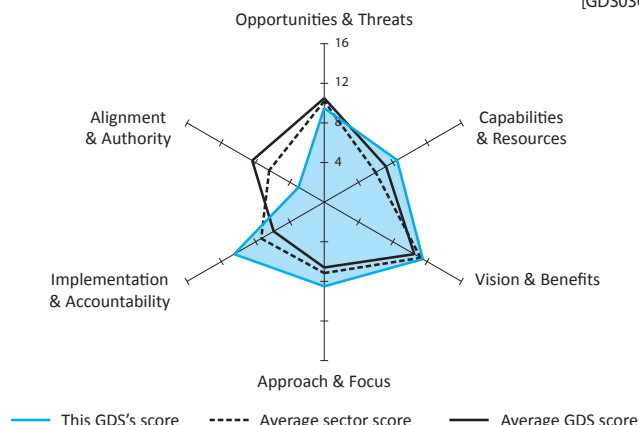
The key points of the issue could be explained in better detail, and the structure is poor. There is discussion of the predecessors to this GDS, but there are no 'lessons learnt' from these, which would be useful. However, a public servant would gain a good understanding of how the strategic outcomes will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable at surface level, despite the unclear layout and technical language of the GDS. The review process has been stipulated, though it is difficult to find due to the poor structure.

IV The radar chart

[GDS030]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	8.5	35
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	11.5	50
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	10.5	20
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	3.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	3	121
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	51.5/96	49

I Rank

Defence Capability Plan

This Government Department Strategy [GDS065]

49
out of 136

Department
Ministry of Defence

3

out of 3 in this department

Sector
External Sector

4

out of 13 in this sector

II About the strategy

Date published	2011 September
Signed by a minister	Yes
Duration	120 months
Number of pages	37

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set out the main purchases and investments needed in defence capabilities over the next 25 years in order to deliver government's defence policy.

Read more about the GDS's vision on page 8.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

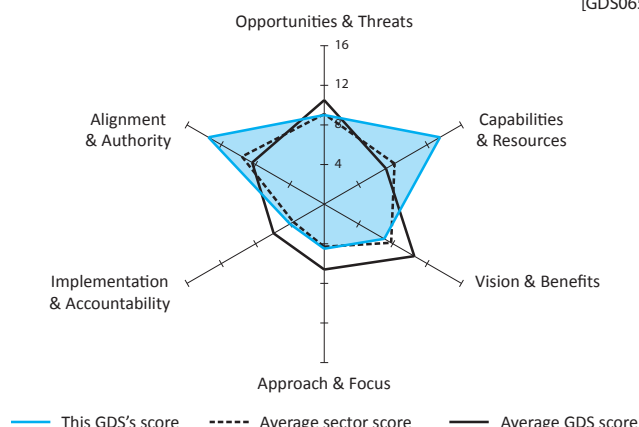
The key points of the issue are well communicated. There are many references to the *Defence White Paper 2010* throughout the GDS, although the structure could be clearer. There is a focus on priorities rather than strategic outcomes.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not well articulated, although the context is explained. Given the extensive length and poor structure of the GDS, a member of public would struggle to gain a good understanding of it. There is no discussion of review processes.

IV The radar chart

[GDS065]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9	97
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	13.5	10
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	2.5/4	27
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3.5/4	13
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	13.5	21
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5/4	94
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	51.5/96	49

I Rank

The New Zealand Health Strategy

This Government Department Strategy [GDS084]

49
out of 136

Department
Ministry of Health

8

out of 29 in this department

Sector
Health Sector

8

out of 29 in this sector

II About the strategy

Date published	2000 December
Signed by a minister	Yes
Duration	NK
Number of pages	58

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for the health sector to work collaboratively toward common goals and to distribute health funding effectively across the sector.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

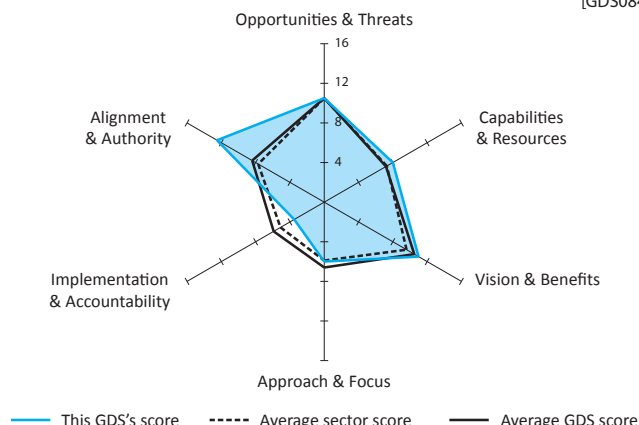
The key points are explained, and the GDS comprehensively discusses the strategic context in which it will operate. It discusses its integration with government's health objectives and other GDSs. There is no specific discussion of how it will achieve its sought outcomes. The GDS is lacking detail on its funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is well communicated, and a member of the public would understand its strategic outcomes. The outcomes could have more detail as to their implementation. There is no review process discussed.

IV The radar chart

[GDS084]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	51.5/96	49

I Rank

'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014–2018

This Government Department Strategy [GDS110]

49
out of 136

Department
Ministry of Health

8

out of 29 in this department

Sector
Health Sector

8

out of 29 in this sector

II About the strategy

Date published **2014 June**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **35**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to support Pacific health providers and DHBs to fulfil and take ownership of the priority actions for Pacific health which are set out in this and other strategies.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? Yes, see page 4.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

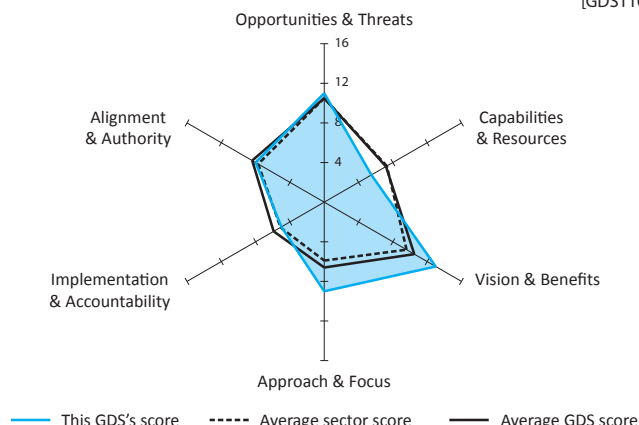
The key points of the issue are well explained. The implementation of the outcomes sought is clear, and the indicators which will be used to measure the success of the GDS are comprehensive. The GDS provides detailed information on its drafting and its integration with other government goals.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is set out clearly, but the strategic outcomes are rather technical and may not be as easily understood. There needs to be more information on review processes in this GDS.

IV The radar chart

[GDS110]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	9	20
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	1/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	51.5/96	49

I Rank

National Plan of Action – 2013: To Reduce the Incidental Catch of Seabirds in New Zealand Fisheries

This Government Department Strategy [GDS040]

55
out of 136

Department
Ministry for Primary Industries

8
out of 20 in this department

Sector
Primary Industries Sector

9
out of 25 in this sector

II About the strategy

Date published **2013 April**

Signed by a minister **Yes**

Duration **60 months**

Number of pages **59**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to continue the 2004 version of the strategy by setting new overarching objectives, which will be implemented and monitored by MPI, for the prevention, monitoring and management of incidental seabird capture.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? Yes, see page 16.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The approach is to continue the 2004 version of the strategy by setting new overarching objectives, which will be implemented and monitored by MPI, for the prevention, monitoring and management of incidental seabird capture.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clearly set out, although the higher level goals could be clearer. More details of the review processes would be helpful.

IV The radar chart

[GDS040]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1.5/4	126
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7.5/8	8
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	9.5	28
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	1.5/4	8
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3.5/4	2
6 Alignment and Authority How does it align with the machinery of government?	2.5	124
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	51/96	55

I Rank

Drug and Alcohol Strategy 2009–2014

This Government Department Strategy [GDS007]

56
out of 136

Department
Department of Corrections

1

out of 4 in this department

Sector
Justice Sector

4

out of 7 in this sector

II About the strategy

Date published	2009
Signed by a minister	No
Duration	60 months
Number of pages	13

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to share resources and expertise across district health services, MoH, NZ Police, NZ Customs Service and Māori to promote the control and reduction of drug and alcohol demand in corrections facilities.

Read more about the GDS's vision on page 7.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

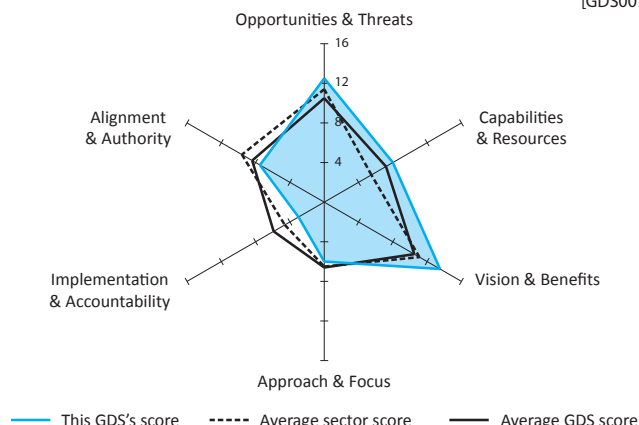
The key points of the issue are clearly outlined, and supporting evidence is given. The GDS discusses its connection to the government's *National Drug Policy 2007–2012*. It also illustrates progress made on the issue to date. However, there needs to be more information on how the outcomes sought will be implemented and monitored.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, and it is clearly explained how it links to other GDSs. The strategic outcomes lack essential information on timing and funding however, and there is no explicit mention of the review processes.

IV The radar chart

[GDS007]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12.5	33
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	3.5/4	6
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7.5	75
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	50.5/96	56

I Rank

New Zealand Packaging Accord 2004

This Government Department Strategy [GDS044]

56
out of 136

Department
Ministry for the Environment

5

out of 10 in this department

Sector
Environment Sector

6

out of 15 in this sector

II About the strategy

Date published **2004 July**

Signed by a minister **Yes**

Duration **60 months**

Number of pages **8**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to liaise with signatories of the Packaging Accord through the Packaging Council of New Zealand in order to improve sustainability in the packaging industry.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue, including its opportunities and threats, are communicated; however, the outcomes sought are vague, and the implementation plan is lacking. There is good discussion of how this GDS is strategically integrated with other GDSs.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable at a surface level, but the strategy does not go into any depth. There is very little information regarding its review processes.

IV The radar chart

[GDS044]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1/4	131
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	4	113
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5/4	119
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	12.5	8
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	3/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	3/4	3
6 Alignment and Authority How does it align with the machinery of government?	5	104
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	50.5/96	56

I Rank

New Zealand Suicide Prevention Action Plan 2013–2016

This Government Department Strategy [GDS105]

58
out of 136

Department
Ministry of Health

10

out of 29 in this department

Sector
Health Sector

10

out of 29 in this sector

II About the strategy

Date published **2013 May**

Signed by a minister **Yes**

Duration **36 months**

Number of pages **8**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to continue implementing the initiatives contained in the *New Zealand Suicide Prevention Plan 2008–2012* and for MoH to devise new initiatives which prevent suicide and support families affected by suicide.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

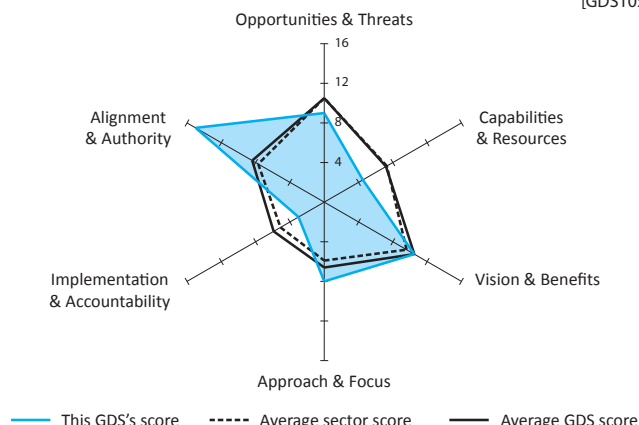
The key points of the issue are not very well articulated. The outcomes sought are explained clearly; however, there is a lack of specific implementation information, such as details on funding and time frames. The GDS discusses its integration with wider government projects and its links to strategic predecessors.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but there is no discussion of review. The GDS is short, so understanding gained by reading it will be very shallow.

IV The radar chart

[GDS105]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9	97
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	8	39
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	50/96	58

I Rank

Salmonella Risk Management Strategy

This Government Department Strategy [GDS042]

59
out of 136

Department
Ministry for Primary Industries

9

out of 20 in this department

Sector
Primary Industries Sector

10

out of 25 in this sector

II About the strategy

Date published **2013 July**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **22**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to work with a variety of stakeholders to ensure that everyone involved with the potential spread of *Salmonella* is informed and able to take a risk management approach.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

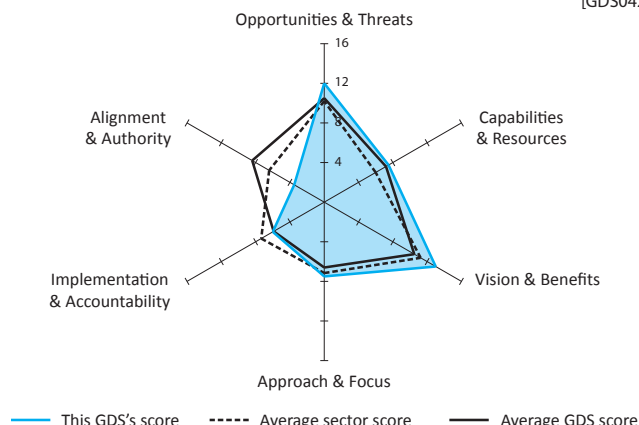
The key points of the issue and the outcomes sought are clear and detailed. However, there is a lack of detail on practical things, like funding, to indicate how these outcomes will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable, and the context and threats of the focus area are very well set out. The strategic outcomes are also understandable on a basic level – though some are quite technical. The public would understand that a review process exists but is not provided with enough detail about this.

IV The radar chart

[GDS042]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	49.5/96	59

I Rank

He Whāriki Maurua: Business with Māori Strategy 2013–2016

This Government Department Strategy [GDS021]

60
out of 136

Department
Land Information New Zealand

2

out of 5 in this department

Sector
Primary Industries Sector

11

out of 25 in this sector

II About the strategy

Date published **2013 June**

Signed by a minister **No**

Duration **36 months**

Number of pages **21**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is that business teams will help identify specific businesses with Māori initiatives and will accelerate Māori aspirations for land management, through an internal strategy aimed toward LINZ staff.

Read more about the GDS's vision on page 10.

Is the strategy illustrated? Yes, see pages 8, 11 and 12.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

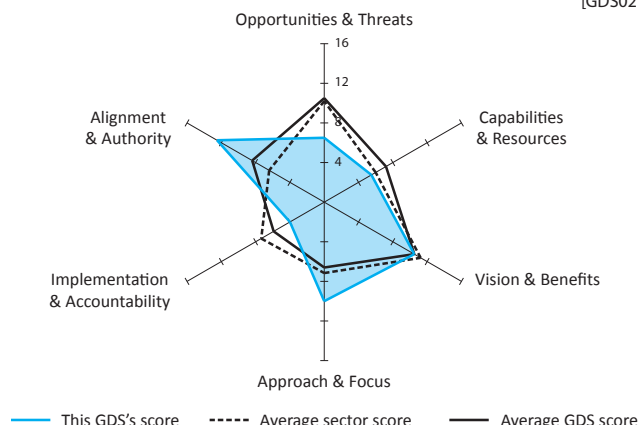
The key points of the issue are explained at surface level. This strategy is explicitly designed for public servants' use as it clearly outlines goals and the processes used to achieve these goals.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable, although not in great depth. There is more context needed for members of the public. There is minimal information given regarding review processes or how the public can give feedback.

IV The radar chart

[GDS021]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	6.5	123
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	10	10
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	1/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	49/96	60

I Rank

National Drug Policy 2007–2012

This Government Department Strategy [GDS093]

60
out of 136

Department
Ministry of Health

11

out of 29 in this department

Sector
Health Sector

11

out of 29 in this sector

II About the strategy

Date published	2007
Signed by a minister	Yes
Duration	60 months
Number of pages	40

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to combine the work undertaken in the first version of the *National Drug Policy* with a renewed focus on leading a harm minimisation approach to drug supply and demand control by MoH.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? Yes, see page 35.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

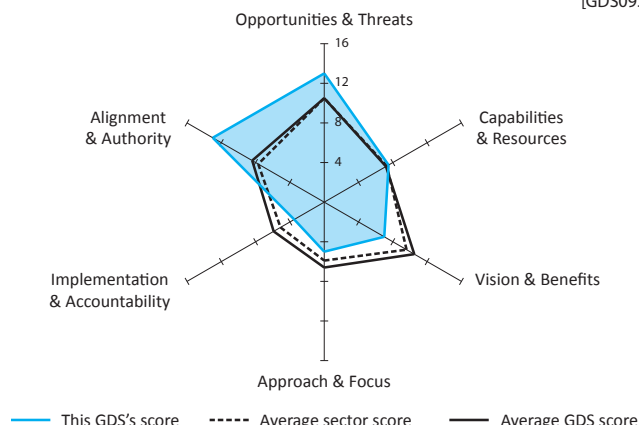
The key points of the issue and the outcomes sought are well articulated. The GDS explains that it builds on the previous version of the *National Drug Policy*, and it details how it links to surrounding strategies. However, there is insufficient information regarding how the outcomes sought will be achieved and the problems that exist.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The purpose is relatively clear; however, there needs to be more implementation information attached to the strategic outcomes. There is no comprehensive discussion of review.

IV The radar chart

[GDS093]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	8/8	1
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	13	22
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	49/96	60

I Rank

The New Zealand Positive Ageing Strategy

This Government Department Strategy [GDS117]

60
out of 136

Department

Ministry of Social Development

4

out of 9 in this department

Sector

Social Development and Housing Sector

4

out of 9 in this sector

II About the strategy

Date published **2001 April**

Signed by a minister **Yes**

Duration **NK**

Number of pages **21**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to identify gaps in current policy concerning older people in order to prioritise 10 areas of focus which will incorporate positive ageing principles into government departments' work.

Read more about the GDS's vision on page 6.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

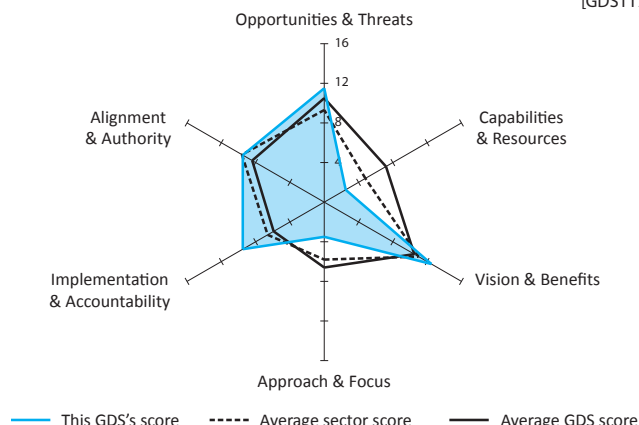
The key points of the issue are clear, and the outcomes sought are well explained. However, the GDS fails to discuss how the outcomes will be achieved in any detail. The structure of the GDS is confusing. The discussion of threats and opportunities in the strategic focus area is comprehensive.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the GDS is clear, and the public would understand the strategic outcomes. The GDS discusses how it was developed, but it also contains information which does not seem relevant or useful to the GDS. The review process is well explained, enabling the public to keep track of the GDS's progress.

IV The radar chart

[GDS117]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	2.5	130
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	3.5	119
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	0/4	133
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	9.5	28
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	3/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	9.5	49
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5/4	94
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	49/96	60

I Rank

Cadmium and New Zealand Agriculture and Horticulture: A Strategy for Long Term Risk Management: A Report Prepared by the Cadmium Working Group for the Chief Executives Environmental Forum

This Government Department Strategy [GDS031]

63
out of 136

Department
Ministry for Primary Industries

10

out of 20 in this department

Sector
Primary Industries Sector

12

out of 25 in this sector

II About the strategy

Date published	2011 February
Signed by a minister	Not signed
Duration	NK
Number of pages	27

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for the Cadmium Management Group (comprised of key stakeholders in rural and environmental management) to manage the risk of cadmium in agriculture until a knowledge base is developed which will enable better risk management.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? Yes, see page 8.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

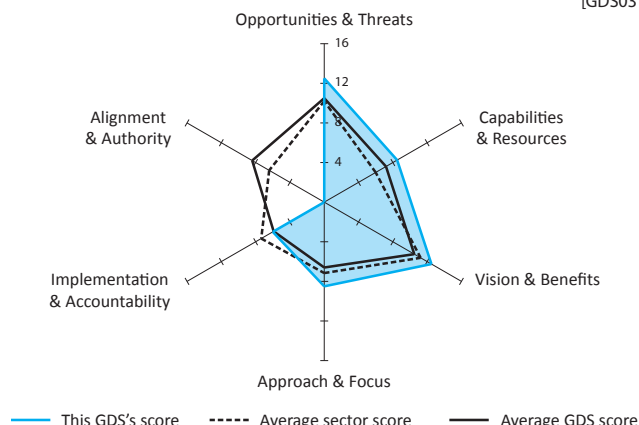
The key points of the issue are set out very clearly, and the work programmes designed to deliver the outcomes sought are detailed. However, there needs to be more information on resources and review processes to increase the practical value of the document.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, despite the technical content of the strategy, due to the fact that the focus area of the strategy is limited. However, the strategic outcomes are only understandable at a basic level. The review processes could be clearer and contain more information on who will implement the strategy and when.

IV The radar chart

[GDS031]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12.5	33
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	8.5	35
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3.5/4	13
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	4/4	1
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1.5/4	55
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1.5/4	16
6 Alignment and Authority How does it align with the machinery of government?	0	134
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	48/96	63

I Rank

Listeria Risk Management Strategy

This Government Department Strategy [GDS041]

63
out of 136

Department
Ministry for Primary Industries
10
out of 20 in this department

Sector
Primary Industries Sector
12
out of 25 in this sector

II About the strategy

Date published 2013 July

Signed by a minister Not signed

Duration NK

Number of pages 16

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to devise a risk management framework, involving a partnership approach between MPs, stakeholders and the Pathogen Management Group, to set up possible positive interventions to ensure that *Listeria* outbreaks do not increase.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

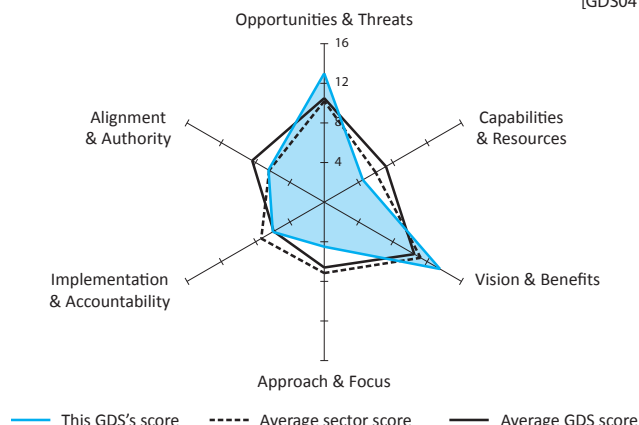
The key points of the issue and the outcomes sought are relatively informative. The GDS links itself to MPI's main *Growing and Protecting* strategy. This integration would be highly beneficial to a public servant. However, there is little detail given to the specifics of how the outcomes sought will actually be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and context is clear; however, the strategic outcomes are very unfocused and difficult to situate within the work programme. The public would understand that a review process exists, but no details about this process are provided.

IV The radar chart

[GDS041]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	8/8	1
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	1.5/4	1
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6.5	89
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	48/96	63

I Rank

Tertiary Education Strategy 2014–2019

This Government Department Strategy [GDS073]

63
out of 136

Department
Ministry of Education

5

out of 7 in this department

Sector
Education & Science Sector

5

out of 7 in this sector

II About the strategy

Date published	2014 March
Signed by a minister	Yes
Duration	60 months
Number of pages	24

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set a framework for funding agreements with tertiary education organisations and to build on previous efforts to improve tertiary education in New Zealand by monitoring the progress of agencies involved in implementing the strategy.

Read more about the GDS's vision on page 6.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

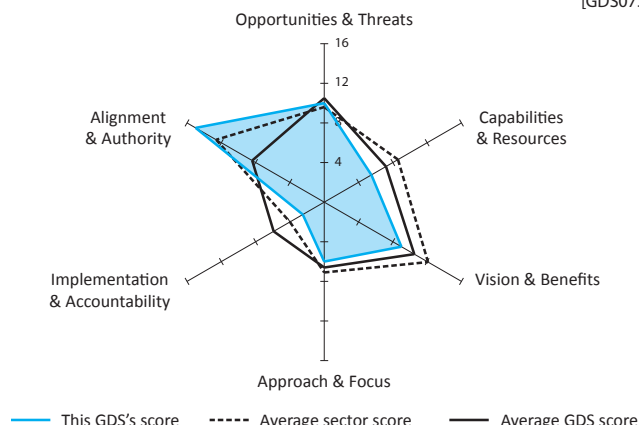
The key points of the issue are clear enough; however, they could have been structured in a simpler way. A public servant would have an understanding of how the outcomes sought will be achieved, but they need to have more information on timing and funding attached to them. The opportunities and threats of the strategic focus are comprehensively discussed.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable; however, the structure of the GDS could be improved to make this easier to understand. The strategic outcomes are discussed, although there is a lack of articulation as to the exact problems the GDS is focusing on. There is no discussion of review.

IV The radar chart

[GDS073]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	48/96	63

I Rank

Hector's and Maui's Dolphin Threat Management Plan

This Government Department Strategy [GDS004]

66
out of 136

Department

Department of Conservation

2

out of 5 in this department

Sector

Environment Sector

7

out of 15 in this sector

II About the strategy

Date published **2007 August**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **296**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to manage human-induced threats to Hector's and Maui's dolphins and to seek stakeholder perspectives on the measures contained in the strategy.

Read more about the GDS's vision on page 17.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

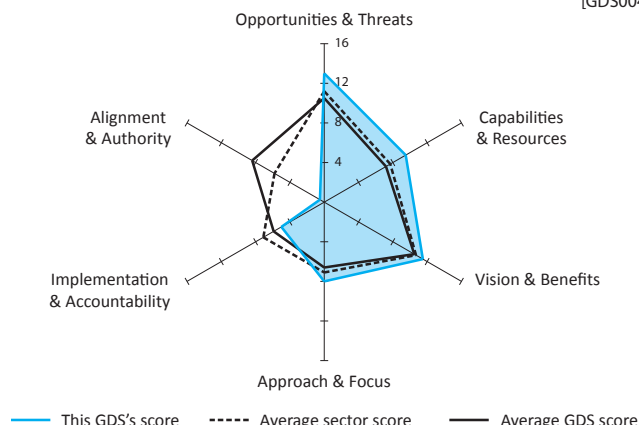
The key points of the issue are well presented, despite the GDS being very long, and it sets out its purpose and how the outcomes will be achieved clearly. It is well structured. The description of the threats and problems is very clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and outcomes sought is clear, but there is too much information for a member of the public to understand the detail of this GDS in an hour. There is no discussion of review.

IV The radar chart

[GDS004]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	9.5	30
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	11.5	50
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	8	39
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	3.5/4	6
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	1.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	0.5	132
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	47.5/96	66

I Rank

The Power of 'Where' Drives New Zealand's Success

This Government Department Strategy [GDS020]

66
out of 136

Department

Land Information New Zealand

3

out of 5 in this department

Sector

Primary Industries Sector

14

out of 25 in this sector

II About the strategy

Date published	2013
Signed by a minister	No
Duration	120 months
Number of pages	12

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to work on the location system as a whole by ensuring LINZ continues to provide and improve a range of accurate location data sets whilst also improving internal data systems and developing more knowledge of them.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

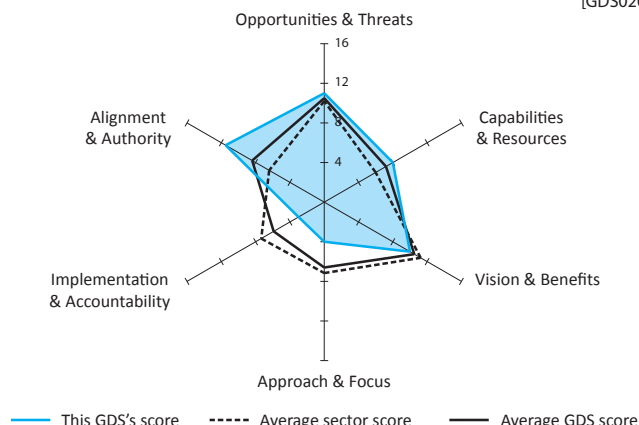
The key points of the issue are well explained. The strategic objectives, however, are not clear and do not have enough detail attached to them. There is no discussion of time frames or funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, even though the GDS is dealing with 'niche' issues. However, there could be more discussion about current location services issues for context. The strategic outcomes are outlined too briefly. The public would be unable to assess the quality of the strategy, and there is no discussion of review processes.

IV The radar chart

[GDS020]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	4/4	1
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	4	113
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5/4	131
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11.5	36
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5/4	94
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	47.5/96	66

I Rank

Freshwater Reform: 2013 and Beyond

This Government Department Strategy [GDS052]

66
out of 136

Department

Ministry for the Environment

1

out of 10 in this department

Sector

Environment Sector

7

out of 15 in this sector

II About the strategy

Date published	2013 March
Signed by a minister	Yes
Duration	NK
Number of pages	56

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is devised by government, the land and water forum and the Iwi Leaders' Group, and seeks to plan immediate and next step reforms to improve the freshwater management regime.

Read more about the GDS's vision on page 20.

Is the strategy illustrated? Yes, see page 23.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and the outcomes sought are made clear. The GDS discusses its integration with other government policies and strategies very well, and threats are outlined clearly. The strategic outcomes need more information on time frames.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable. The GDS seems in some places to be written for the public – it refers to ways in which they can engage with its progress and objectives. Thus, the review processes are very well covered.

IV The radar chart

[GDS052]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	4	115
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	5.5	60
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	2/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8.5	58
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	47.5/96	66

I Rank

Delivering Better Public Services: Reducing Long-term Welfare Dependence: Result Action Plan

This Government Department Strategy [GDS120]

66
out of 136

Department
Ministry of Social Development

5

out of 9 in this department

Sector
Social Development and Housing Sector

5

out of 9 in this sector

II About the strategy

Date published	2012 August
Signed by a minister	Not signed
Duration	60 months
Number of pages	8

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to reduce the number of people on a working-age benefit for more than 12 months by implementing measures that will create a more active benefit system across the social sector.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

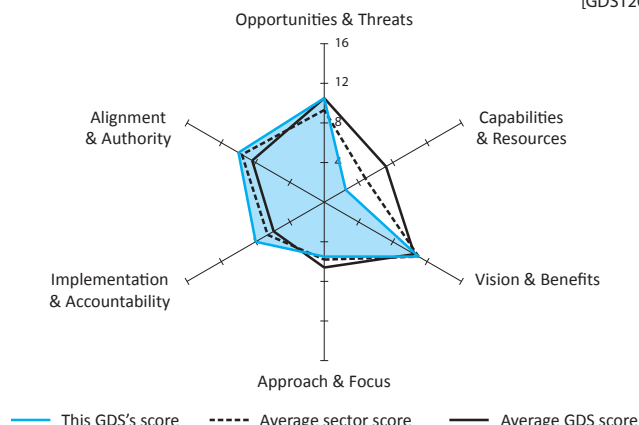
The key points of the issue are articulated, although more context would be useful. The way the outcomes sought will be achieved are outlined, but more detail on things like funding, timing and implementation is needed.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clear and easily understandable, but they lack context. There is only brief discussion of review processes. The structure of the GDS is confusing.

IV The radar chart

[GDS120]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	0.5/4	131
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	2.5	130
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0/4	133
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	8	40
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	2.5/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	10	47
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	47.5/96	66

I Rank

New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015

This Government Department Strategy [GDS023]

70
out of 136

Department

Ministry for Culture and Heritage

1

out of 1 in this department

Sector

Māori, Other Populations & Cultural Sector

6

out of 8 in this sector

II About the strategy

Date published **2008 September**

Signed by a minister **Not signed**

Duration **84 months**

Number of pages **39**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for various stakeholders in the tourism industry to carry out a large number of broad policy objectives in order to increase visitors in the cultural tourism sector.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

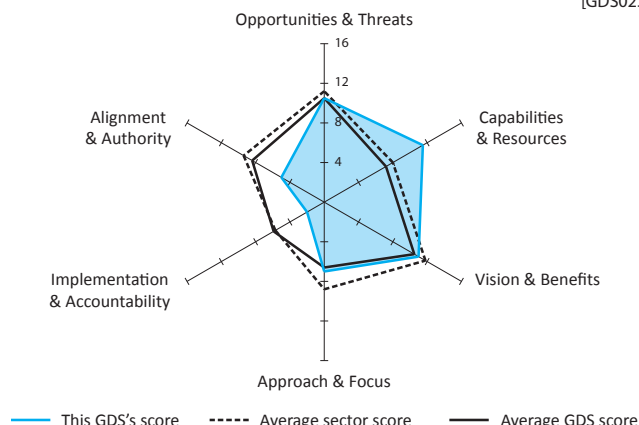
The key points of the issues are well set out, but the GDS lacks strategic structure. No alternative strategic options are considered. The outcomes sought are merely listed as 'desirables', and there is a lack of explanation as to how results will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and the outcomes sought are easily understandable. However, there is no mention of review processes.

IV The radar chart

[GDS023]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	11.5	17
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	1.5/4	36
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2	119
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	5	104
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	0/4	106
Total	47/96	70

I Rank

The New Zealand Waste Strategy: Reducing Harm, Improving Efficiency

This Government Department Strategy [GDS049]

70
out of 136

Department

Ministry for the Environment

4

out of 10 in this department

Sector

Environment Sector

9

out of 15 in this sector

II About the strategy

Date published **2010 October**

Signed by a minister **Yes**

Duration **NK**

Number of pages **12**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to provide a high-level yet flexible direction for collective waste management and minimisation in New Zealand for local government, businesses and communities.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

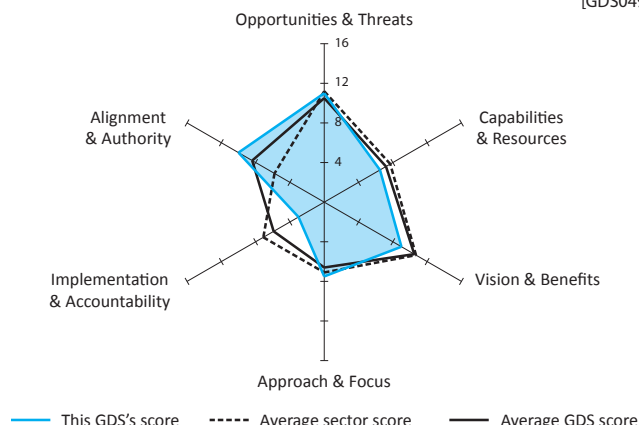
The key points of the issue are well communicated. The GDS very clearly illustrates the 'lessons learnt' from the previous version of the strategy, which is highly useful for a public servant. However, there needs to be more detail and information on time frames to understand how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are made very clear, and it is explained that the strategy builds on the previous waste strategy. However, there is no information on review processes.

IV The radar chart

[GDS049]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	3.5/4	6
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	10	47
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	47/96	70

I Rank

Our Future Together: New Zealand Settlement Strategy

This Government Department Strategy [GDS056]

70
out of 136

Department

Ministry of Business, Innovation and Employment

4

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

11

out of 17 in this sector

II About the strategy

Date published **2007**

Signed by a minister **Yes**

Duration **NK**

Number of pages **23**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to coordinate across multiple government agencies to improve retention rates and quality of life for immigrants by focusing on economic transformation, families and national identity.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and outcomes sought are relatively clear. Using the action plan, a public servant would have an understanding of how the outcomes sought will be achieved. However, the GDS could benefit from more information on funding and better detailing of the issue it is seeking to solve.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable, and the GDS is well set out and easy to read. However, the issue could be explained in more detail. The GDS provides information on its history, drafting and specific agencies involved in its implementation. Review processes are not discussed.

IV The radar chart

[GDS056]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	13.5	14
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	47/96	70

I Rank

New Zealand Energy Strategy 2011–2021: Developing Our Energy Potential

This Government Department Strategy [GDS059]

70
out of 136

Department

Ministry of Business, Innovation and Employment

3

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

11

out of 17 in this sector

II About the strategy

Date published	2011
Signed by a minister	Yes
Duration	120 months
Number of pages	12

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set a strategic direction for the New Zealand energy sector to ensure energy markets are effective and efficient whilst being environmentally responsible.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

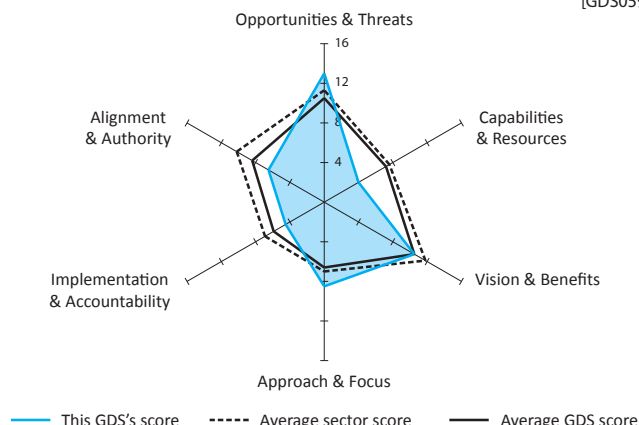
The key points of the issue and the outcomes sought are clear – although the outcomes could be set out in a more structured way. The ways in which the outcomes sought will be achieved are explained comprehensively.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are easily understandable. However, there is no mention of review processes.

IV The radar chart

[GDS059]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	4	115
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4.5	71
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6.5	89
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	47/96	70

I Rank

Youth Health: A Guide to Action

This Government Department Strategy [GDS090]

74
out of 136

Department
Ministry of Health

12
out of 29 in this department

Sector
Health Sector

12
out of 29 in this sector

II About the strategy

Date published	2002 September
Signed by a minister	Yes
Duration	NK
Number of pages	60

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for the GDS to be the youth-focused reference document for the health sector in implementing the broader *New Zealand Health Strategy* and the *New Zealand Disability Strategy* by setting goals to improve the health of New Zealand's 12–24-year-olds.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are clearly and concisely set out. The GDS discusses its coordination with other youth and health strategies very well. The outcomes sought are explained, along with who is responsible for implementation. However, it is not clear exactly how they will be achieved, as they are not time measured and there are no data-based measures of success provided.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable, although the GDS is too long and could be clearer; important information could be brought to the front of the GDS. The strategic outcomes are understandable. However, there is minimal discussion of review processes.

IV The radar chart

[GDS090]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	5.5	60
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0.5/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	46.5/96	74

I Rank

Disability Support Services Strategic Plan 2010 to 2014: Towards a More Flexible Disability Support System: Nothing for Us Without Us

This Government Department Strategy [GDS101]

74
out of 136

Department
Ministry of Health

12
out of 29 in this department

Sector
Health Sector

12
out of 29 in this sector

II About the strategy

Date published	2012 March
Signed by a minister	Not signed
Duration	48 months
Number of pages	12

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to target Vote Health funding toward programmes which will benefit the priorities of all disabled people.

Read more about the GDS's vision on the inside cover. Is the strategy illustrated? Yes, see page 10.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

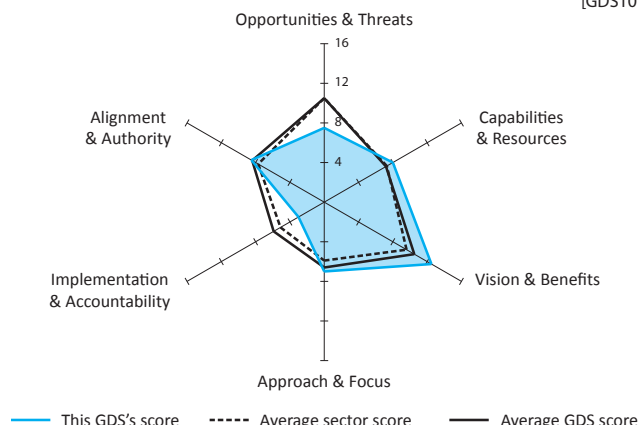
The key points of the issue are set out simply but clearly. The context of the GDS is provided, and the strategic outcomes are very detailed. How the outcomes will be achieved is well discussed, and the GDS explains how it fits into current government initiatives.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is basic, and members of the public would easily understand the overall context of the GDS. The strategic outcomes are clear, but discussion of review is very minimal.

IV The radar chart

[GDS101]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0.5/4	65
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	8.5	58
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	46.5/96	74

I Rank

New Zealand Positioning Strategy 2014

This Government Department Strategy [GDS022]

76
out of 136

Department

Land Information New Zealand

4

out of 5 in this department

Sector

Primary Industries Sector

15

out of 25 in this sector

II About the strategy

Date published	2014 May
Signed by a minister	No
Duration	120 months
Number of pages	16

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to oversee the 10-year LINZ timeframe which will build infrastructure and investment in research that contributes to the strengthening of New Zealand's location information for the public and specialists.

Read more about the GDS's vision on page 7.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

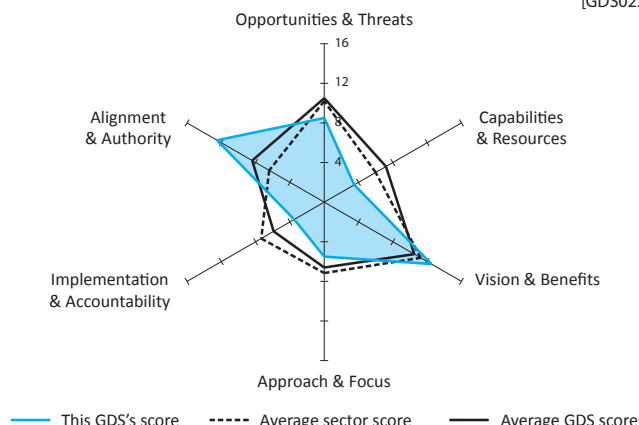
The key points of the issue are set out, but not with any depth. The outcomes sought are well articulated, but how they will be achieved and the time frame for this is not explained.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are well set out. The strategy also provides definitions, which makes it easy for member of the public to understand the jargon. There is no explanation of review processes.

IV The radar chart

[GDS022]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8.5	103
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	3.5	121
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	12.5	33
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	46/96	76

I Rank

Fisheries 2030: New Zealanders Maximising Benefits From the Use of Fisheries Within Environmental Limits

This Government Department Strategy [GDS028]

76
out of 136

Department
Ministry for Primary Industries

12
out of 20 in this department

Sector
Primary Industries Sector

15
out of 25 in this sector

II About the strategy

Date published	2009 September
Signed by a minister	Yes
Duration	252 months
Number of pages	13

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to ensure MPI oversees the new institutional arrangements within the fisheries sector, which will balance 'use' and 'environment' outcomes to maximise the benefits of fisheries.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? Yes, see page 7.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are not given in detail, but the outcomes sought are outlined clearly. There is a lack of information as to how these outcomes will be achieved, particularly due to limited information on funding and time frames.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable; the 'definition of terms' section would be particularly useful for the public. However, there is not enough specific detail in the 'strategic purposes' section to understand exactly what this GDS will achieve, when this will happen and how the review processes will work.

IV The radar chart

[GDS028]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	3.5	121
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1.5/4	126
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	8.5	35
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	2.5/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	46/96	76

I Rank

Oil Emergency Response Strategy: Government Response to an Oil Supply Disruption

This Government Department Strategy [GDS058]

76
out of 136

Department

Ministry of Business, Innovation and Employment

4

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

13

out of 17 in this sector

II About the strategy

Date published **2008 July**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **22**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to outline a range of measures available to businesses and government if an oil supply disruption occurs.

Read more about the GDS's vision on page 4.

Is the strategy illustrated? Yes, see page 11.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

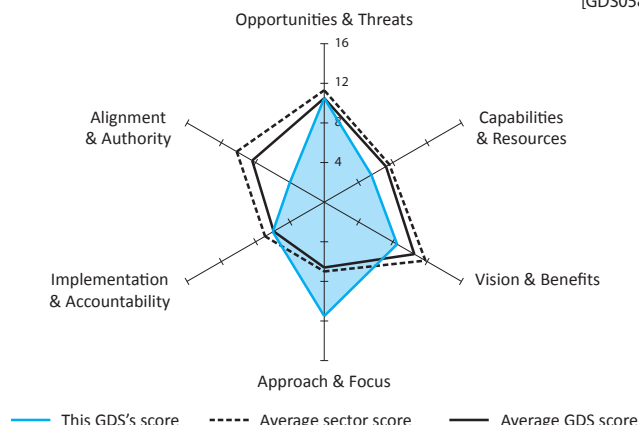
The key points of the issue are clear. The outcomes sought are based on a hypothetical situation, and there is discussion of how these would be achieved. However, more detail is needed for this GDS to be practically useful. A clear vision statement is lacking in this GDS.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable; however, the GDS is set out in a manner which is not easy to understand. There needs to be more explanation of how the GDS will be regulated and reviewed.

IV The radar chart

[GDS058]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	11.5	4
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	4/4	1
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2.5/4	2
5 Implementation and Accountability Who is responsible for what?	6	53
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	2/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	4	110
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	46/96	76

I Rank

New Zealand's Cyber Security Strategy

This Government Department Strategy [GDS016]

79
out of 136

Department

Department of the Prime Minister and Cabinet

3

out of 3 in this department

Sector

Finance and Government Administration Sector

4

out of 6 in this sector

II About the strategy

Date published	2011 June
Signed by a minister	Yes
Duration	NK
Number of pages	13

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to build on existing government efforts seeking to improve New Zealand's cyber security and bring forward initiatives that will improve security for individuals, businesses and government, with partnerships between industry and government.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

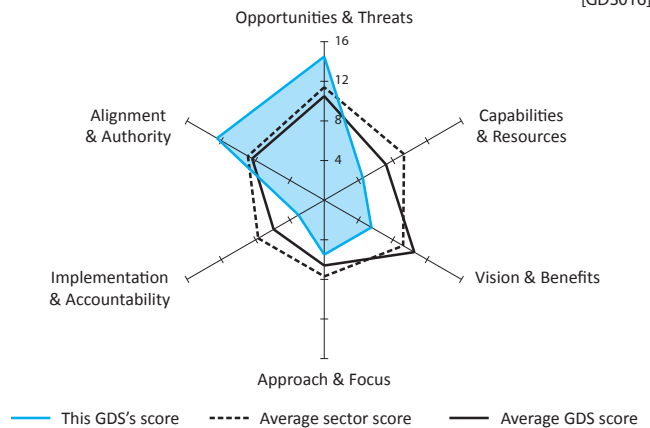
The key points of the issue are reasonably clear; however, there is little detail about the strategic outcomes sought or how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not easily understandable, and the structure of the GDS is weak. There is little detail regarding the outcomes sought, and there is no discussion of review processes.

IV The radar chart

[GDS016]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	5.5	129
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	45.5/96	79

I Rank

Our Strategy 2030: Growing and Protecting New Zealand

This Government Department Strategy [GDS034]

79
out of 136

Department
Ministry for Primary Industries

13
out of 20 in this department

Sector
Primary Industries Sector

17
out of 25 in this sector

II About the strategy

Date published **2011 July**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **1**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MPI to engage with the primary sector, as well as Māori, to support these groups in accessing markets and sustainably using their assets.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 1.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

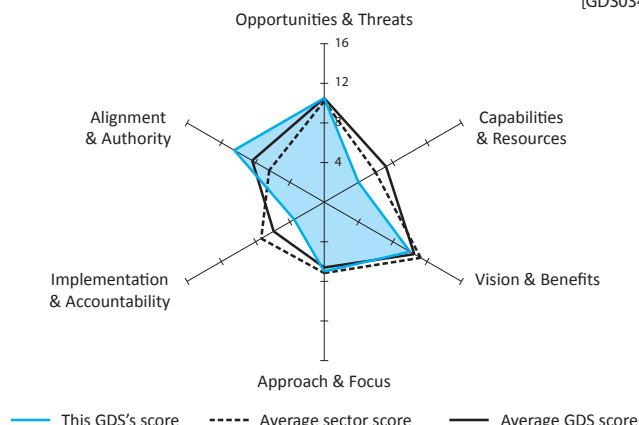
The key points of the issue are not explained. The GDS does give a good description of the outcomes sought and the measures of success, but the path to getting there is not outlined at all. There is no discussion of funding or review processes.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable on a basic level. However, there is no information which focuses on the review process, and the public would have no understanding of the strategy's timeframe.

IV The radar chart

[GDS034]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	4	115
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	10.5	45
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	45.5/96	79

I Rank

The Business Growth Agenda: Future Direction 2014

This Government Department Strategy [GDS063]

79
out of 136

Department

Ministry of Business, Innovation and Employment

1

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

14

out of 17 in this sector

II About the strategy

Date published **2014**

Signed by a minister **Yes**

Duration **NK**

Number of pages **122**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to summarise the achievements under the *Business Growth Agenda* work programme to date and build a more competitive economy through lifting productivity and competitiveness.

Read more about the GDS's vision on page 9.

Is the strategy illustrated? Yes, see page 2.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

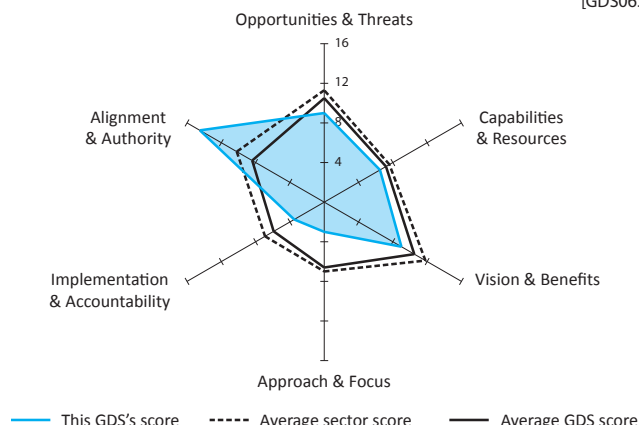
The key points of the issue are covered, but would be difficult to find unless the public servant knew what they were looking for. The progress indicators are very good; however, the GDS could have been better structured. The ways in which the outcomes sought will be achieved are not detailed.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable, although this GDS is too long to read in an hour. The strategic outcomes would be difficult to establish, and there is no explicit discussion of review.

IV The radar chart

[GDS063]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9	97
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	3	123
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5/4	119
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	14.5	14
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	45.5/96	79

I Rank

Leadership Statement for International Education, Version One

This Government Department Strategy [GDS069]

79
out of 136

Department
Ministry of Education

6

out of 7 in this department

Sector
Education & Science Sector

6

out of 7 in this sector

II About the strategy

Date published	2011 September
Signed by a minister	Not signed
Duration	NK
Number of pages	17

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to outline what government and the education sector need to do to attract more international students and to set long-term goals.

Read more about the GDS's vision on page 7.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

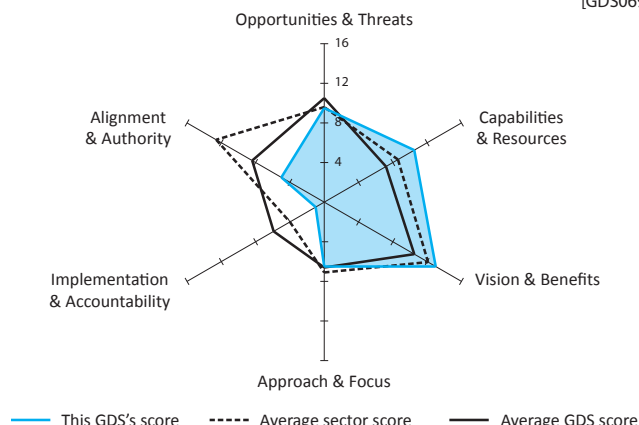
The key points of the issue are well explained. The ways in which the outcomes sought will be achieved are made clear, although more detail could be given.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable only on a basic level, as the GDS is technical and not simply structured. The strategic outcomes are explained but not in detail, and there is minimal discussion of review processes.

IV The radar chart

[GDS069]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	10.5	24
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1	131
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	0/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	5	104
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	45.5/96	79

I Rank

Opening Doors to China: New Zealand's 2015 Vision

This Government Department Strategy [GDS078]

83
out of 136

Department

Ministry of Foreign Affairs and Trade

2

out of 9 in this department

Sector

External Sector

5

out of 13 in this sector

II About the strategy

Date published **2012 February**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **41**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to take a whole-of-government look at the ways New Zealand can grow trade with China through MFAT leading political and business relationship developments.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

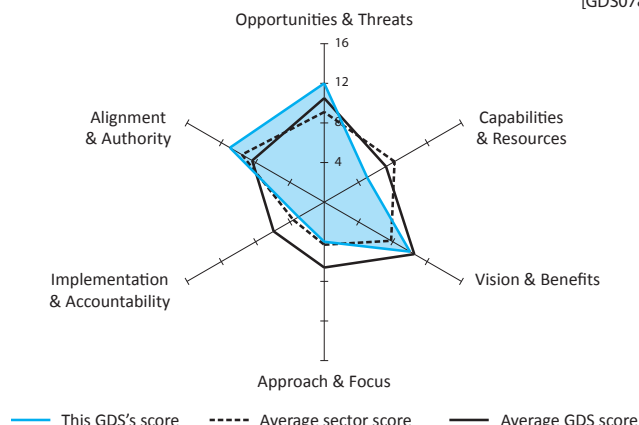
The key points of the issue are clear. The strategy very clearly articulates its focus area and the opportunities it aims to capitalise on. The ways in which the outcomes sought will be achieved are discussed, although it is not mentioned by whom or under what time frames.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are relatively clear, although the outcomes need more details to be easily understandable. There is no discussion of review processes.

IV The radar chart

[GDS078]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1.5/4	34
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	4	113
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0.5/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	45/96	83

I Rank

National Health Emergency Plan

This Government Department Strategy [GDS095]

83
out of 136

Department
Ministry of Health

14
out of 29 in this department

Sector
Health Sector

14
out of 29 in this sector

II About the strategy

Date published	2008 December
Signed by a minister	No
Duration	NK
Number of pages	65

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set out the ways that all stakeholders in the health and disability sector would coordinate with other government agencies in an emergency.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? Yes, page 3.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

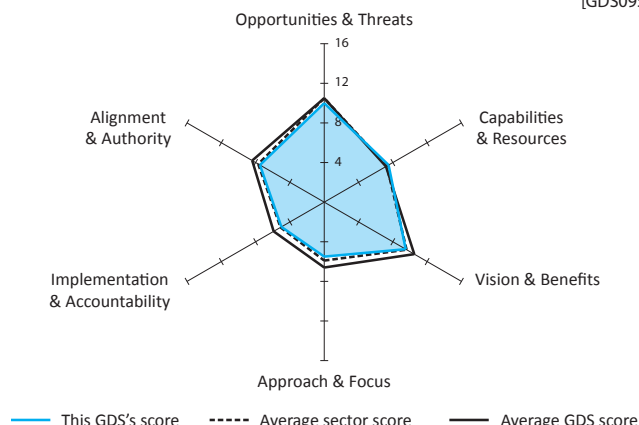
The key points of the issue are explained; however, the GDS is long and its structure is confusing to navigate. The strategic history and lineage of the GDS is discussed comprehensively. There is insufficient information on how the outcomes sought will be achieved in the event of an emergency.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable on a basic level, but the GDS is too long and technical for an in-depth understanding. Review processes are discussed at the very beginning of the GDS; there is a space explaining where the public can give feedback. MoH describes where electronic versions of the GDS can be found.

IV The radar chart

[GDS095]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	0.5/4	131
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5/4	119
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	1/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7.5	75
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	45/96	83

I Rank

The Guide to He Korowai Oranga: Māori Health Strategy 2014

This Government Department Strategy [GDS111]

83
out of 136

Department
Ministry of Health

14
out of 29 in this department

Sector
Health Sector

14
out of 29 in this sector

II About the strategy

Date published **2014 June**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **13**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is for DHBs and the MoH to collaboratively focus on the strengthening of Māori health and disability services in order to improve Māori participation in the health sector.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

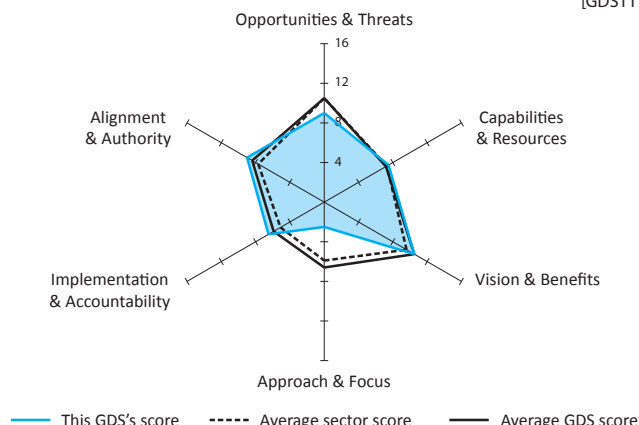
The key points of the issue are articulated clearly; however, there needs to be more explicit discussion of the exact strategic outcomes sought. Currently the outcomes sought are not that clear, and there needs to be information on how they will be implemented.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable at a basic level; however, the structure of the GDS is not very accessible for a member of the public. The GDS currently may only be useful as an internal document. The strategic outcomes are not clearly articulated, and there is no mention of review of the GDS.

IV The radar chart

[GDS111]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9	97
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	2.5/4	27
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	2.5	128
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	0/4	133
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	6.5	50
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	2/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	9	53
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	45/96	83

I Rank

Disability Action Plan 2014-2018: New Zealand's Priorities to Advance Implementation of the United Nations Convention on the Rights of Persons With Disabilities and the New Zealand Disability Strategy

This Government Department Strategy [GDS124]

83
out of 136

Department

Ministry of Social Development

6

out of 9 in this department

Sector

Social Development and Housing Sector

6

out of 9 in this sector

II About the strategy

Date published **2014 May**

Signed by a minister **Not signed**

Duration **48 months**

Number of pages **15**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to share four priority areas for government agencies to work together alongside disabled persons' organisations to progress action for disabled people.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

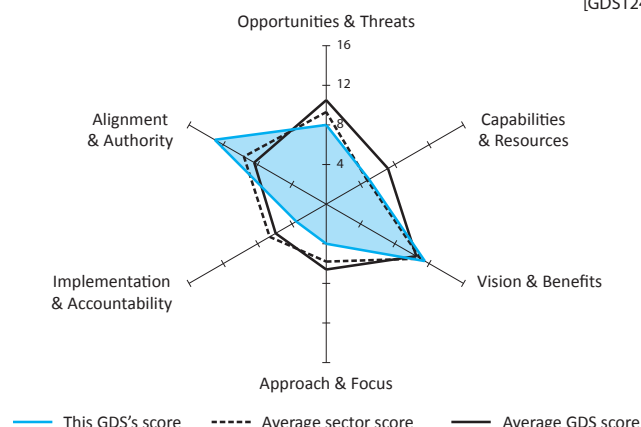
The key points of the issue are clear, although they are not detailed. In order to understand how the outcomes sought will be achieved, there needs to be more specific information on the implementation timeline and funding requirements.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable, although they are not clearly set out for the public. More information is needed on review processes.

IV The radar chart

[GDS124]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8	108
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	11.5	50
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	4	113
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	1/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	13	22
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	45/96	83

I Rank

New Zealand Subantarctic Islands Research Strategy

This Government Department Strategy [GDS003]

87
out of 136

Department
Department of Conservation

3

out of 5 in this department

Sector
Environment Sector

10

out of 15 in this sector

II About the strategy

Date published **2005 May**

Signed by a minister **No**

Duration **NK**

Number of pages **36**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set guidelines for researchers desiring access to Southland Conservancy and to provide a tool for managers to decide the appropriate research needed from this focus area by the Department of Conservation.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

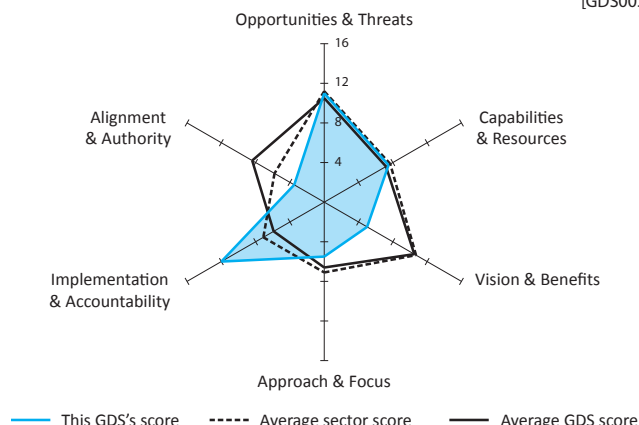
The key points of the issue are very clear, but the way in which the outcomes sought will be reached is not informative enough and only a few examples are provided. The GDS explains who reviewed the GDS, which is useful information.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and the review processes of the strategy are clear. The strategic outcomes are not clear. The focus is heavily on researchers, which may make it difficult for the public to follow, and the structure could be improved to make it more readable.

IV The radar chart

[GDS003]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	5	131
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	2/8	132
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	0.5/4	131
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	12	10
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	3/4	132
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	4/4	1
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	44.5/96	87

I Rank

Draft National Fisheries Plan for Inshore Finfish

This Government Department Strategy [GDS035]

87
out of 136

Department
Ministry for Primary Industries

14
out of 20 in this department

Sector
Primary Industries Sector

18
out of 25 in this sector

II About the strategy

Date published	2011 July
Signed by a minister	No
Duration	60 months
Number of pages	53

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to (i) manage the environmentally sound use of inshore finfish by sorting finfish species into groups based on their abundance or endangered status and (ii) devise management objectives for all stakeholders to adhere to for each group.

Read more about the GDS's vision on page 9.
Is the strategy illustrated? Yes, see pages 6 and 7.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue could have been better articulated; there is little detail regarding the context and main problems in this focus area. A public servant would have a good understanding of the outcomes sought; however, a lack of practical information as to funding and timelines makes it difficult to understand how they would be achieved. The GDS clearly sets out how it is integrated with relevant legislation.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable at a basic level; however, the public might desire more information as to the general issue the GDS is trying to solve. The illustration of the review and implementation process on page 33 is very informative.

IV The radar chart

[GDS035]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	7.5	43
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	2/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	44.5/96	87

I Rank

Meeting the Challenges of Future Flooding in New Zealand

This Government Department Strategy [GDS047]

87
out of 136

Department
Ministry for the Environment

5
out of 10 in this department

Sector
Environment Sector

10
out of 15 in this sector

II About the strategy

Date published **2008 August**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **51**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to improve information on flooding in New Zealand by reporting on the review of flooding undertaken by government and ensuring that this guides future policy.

Read more about the GDS's vision on page vi.
Is the strategy illustrated? Yes, see page 3.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

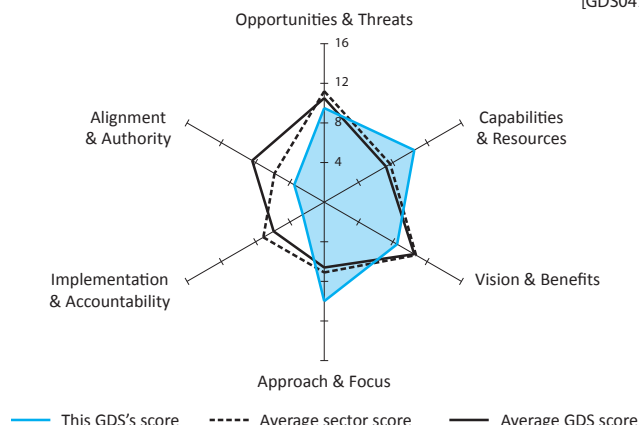
The key points of the issue and outcomes sought are difficult to find, as there is a lot of information given. The outcomes sought are not stated directly, so it is difficult to understand how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear; however, the strategic outcomes are not, as they are lost within the extensive text. There is no clear information on review processes and the structure of the GDS is confusing.

IV The radar chart

[GDS047]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	0.5/4	131
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5.5/8	74
2 Capabilities and Resources What are the internal strengths and weaknesses?	10.5	24
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1.5/4	126
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	2.5/4	27
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	10	10
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	3/4	12
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0.5/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	44.5/96	87

I Rank

The New Zealand Palliative Care Strategy

This Government Department Strategy [GDS085]

87
out of 136

Department
Ministry of Health

16
out of 29 in this department

Sector
Health Sector

16
out of 29 in this sector

II About the strategy

Date published	2001 February
Signed by a minister	Yes
Duration	NK
Number of pages	59

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to fund palliative care in a systematic way by focusing DHBs' and MoH's attention and investment on essential services for dying people and flexible service configuration.

Read more about the GDS's vision on page vii.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

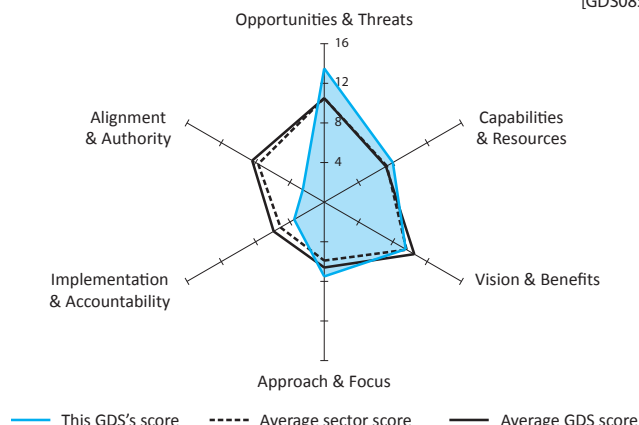
The key points of the issue are clearly explained, and the GDS discusses where it fits within the overall strategic context of MoH. The outcomes sought could be more specific, and time measured, but there is sufficient information to understand how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are made clear. It is a relatively long and technical strategy, but the structure is very good. The appendices provide information on how the GDS was devised. There is no comprehensive discussion of review processes.

IV The radar chart

[GDS085]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13.5	14
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	2.5	124
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	44.5/96	87

I Rank

The New Zealand Cancer Control Strategy

This Government Department Strategy [GDS091]

87
out of 136

Department
Ministry of Health

16
out of 29 in this department

Sector
Health Sector

16
out of 29 in this sector

II About the strategy

Date published	2003 August
Signed by a minister	Yes
Duration	NK
Number of pages	79

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to devise a framework able to be used by government and non-government agencies working in the area of cancer control, so that there is understanding of the principles which will guide cancer control in the future.

Read more about the GDS's vision on page 10.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

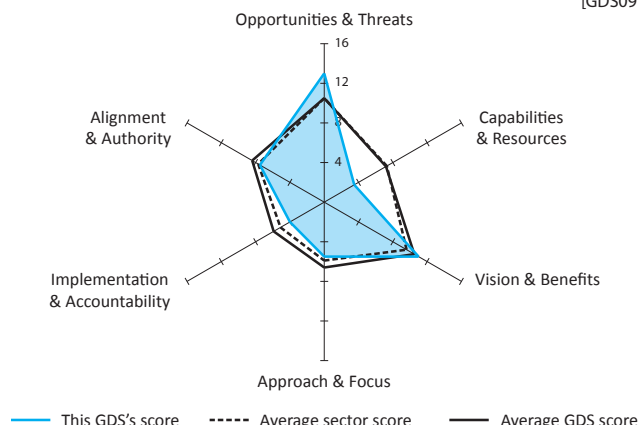
The key points of the issue are explained well, along with integration with other GDSs. The GDS highlights the exact problem it is aiming to tackle, as well as the threats and opportunities of the focus area. The ways in which the outcomes sought will be achieved are communicated, though there needs to be more details on funding and time frames.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable. Although the GDS is long, there is a clear contents page. The strategic outcomes are broad, but the GDS explains that this is due to there being implementation plans that will follow. Review processes are mentioned very briefly.

IV The radar chart

[GDS091]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	13	22
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	3.5	121
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7.5	75
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	44.5/96	87

I Rank

Water Research Strategy

This Government Department Strategy [GDS048]

92
out of 136

Department
Ministry for the Environment

5
out of 10 in this department

Sector
Environment Sector

12
out of 15 in this sector

II About the strategy

Date published **2009 December**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **19**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to (i) improve the alignment between national outcomes for water with the research needs of those managing water and (ii) improve water research funding.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

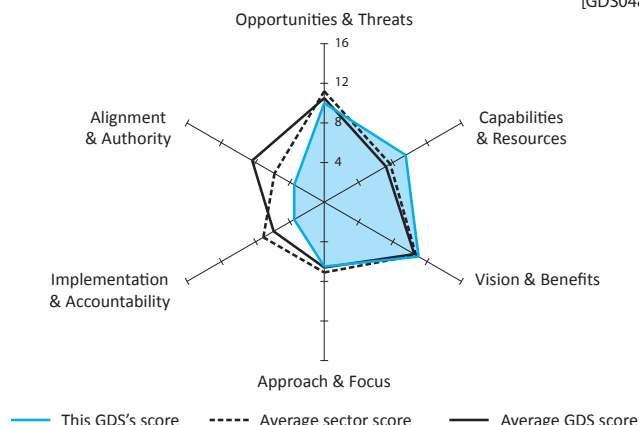
The key points of the issue are communicated well, and the GDS explains the implementation of outcomes sought sufficiently. However, there needs to be more information on funding, timelines and who is responsible for the achievement of the outcomes. The GDS explains its connection to surrounding plans and strategies well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but there needs to be a clearer setting out of the strategic outcomes. There is only a brief mention of the review processes.

IV The radar chart

[GDS048]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	9.5	30
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	4/4	1
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	0/4	136
5.2 Does it identify who will report on its progress?	0.5/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2.5/4	41
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	44/96	92

I Rank

The Pacific Languages Framework

This Government Department Strategy [GDS115]

92
out of 136

Department

Ministry of Pacific Island Affairs

1

out of 1 in this department

Sector

Māori, Other Populations & Cultural Sector

7

out of 8 in this sector

II About the strategy

Date published **2012 October**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **8**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to direct communities wishing to take ownership of their heritage languages and enable them to develop action plans to successfully do this.

Read more about the GDS's vision on page 6.

Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

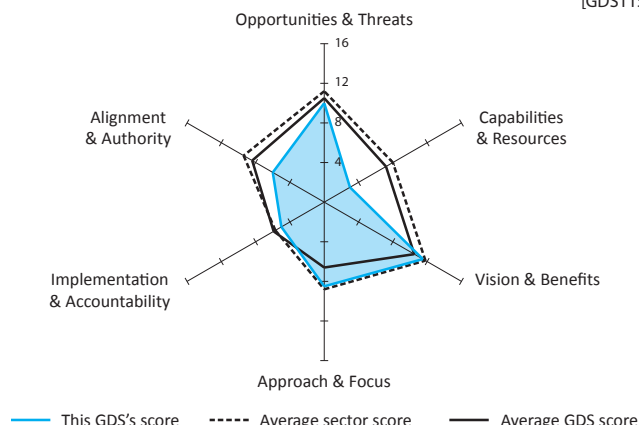
The key points of the strategy are well explained; however, discussion of how the outcomes sought will be achieved is not as thorough. The outcomes need to have more detail attached to them. The structure of the GDS is good, but it does not contain all essential information which may be required by a public servant.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are easy for members of the public to understand. It is very user-friendly due to its visual layout. The GDS lacks discussion of review processes.

IV The radar chart

[GDS115]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	3	126
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	11.5	50
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	8.5	25
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	4/4	1
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	5	63
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	2/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	44/96	92

I Rank

Marine Protected Areas: Policy and Implementation Plan

This Government Department Strategy [GDS024]

94
out of 136

Department
Ministry for Primary Industries

15
out of 20 in this department

Sector
Primary Industries Sector

19
out of 25 in this sector

II About the strategy

Date published	2005 December
Signed by a minister	Yes
Duration	NK
Number of pages	20

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for DOC to implement MPI's Marine Protected Areas policy according to the four stages of their policy implementation plan, which will create new marine protected areas.

Read more about the GDS's vision on page 6.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

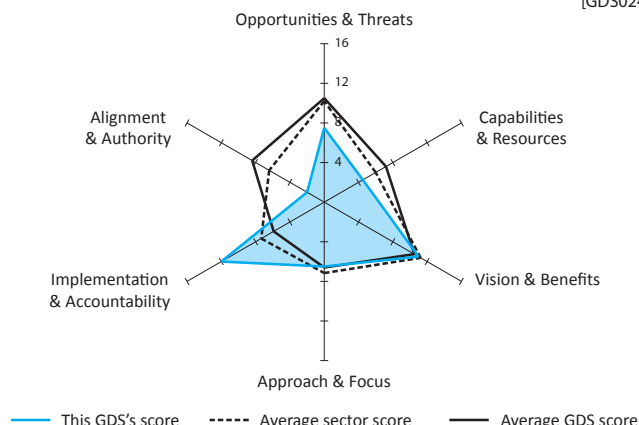
The key points of the issue are outlined briefly. The outcomes sought are understandable, and the implementation plan is extensive.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not easily understandable due to technical language. The strategic outcomes are not well defined. However, if a member of the public did grasp the strategy, they would have a good understanding of the review process.

IV The radar chart

[GDS024]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	12	10
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	4/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	4/4	1
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	2	128
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	43.5/96	94

I Rank

A Framework for Environmental Reporting in New Zealand

This Government Department Strategy [GDS053]

94
out of 136

Department
Ministry for the Environment

1

out of 10 in this department

Sector
Environment Sector

13

out of 15 in this sector

II About the strategy

Date published	2014 February
Signed by a minister	Not signed
Duration	NK
Number of pages	22

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to set the scope of which environmental issues are reported on, so that the most relevant indicators are chosen for MoE and Statistics NZ to provide results on.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

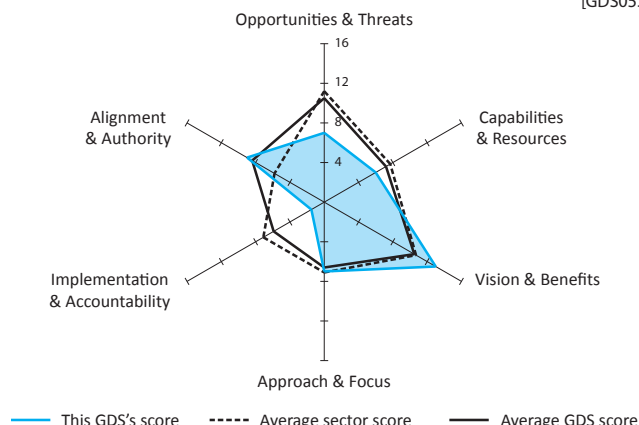
The key points of the issue are well explained. The GDS discusses the previous iterations of its report, which is very useful. There are no explicit outcomes sought, but it is still clear what is aiming to be achieved. A public servant would gain a good understanding of how the outcomes will be achieved using the framework.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but the strategic outcomes are slightly difficult to understand. The glossary would be very useful for members of the public, as would the section explaining how it is structured.

IV The radar chart

[GDS053]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7	120
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	6	73
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	13	24
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	7/8	13
3.2 Does it identify who the beneficiaries are and how they will benefit?	4/4	2
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2.5/4	30
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1.5/4	11
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	0.5/4	133
5.2 Does it identify who will report on its progress?	0.5/4	13
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	9	53
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	43.5/96	94

I Rank

The New Zealand Ambulance Service Strategy: The First Line of Mobile Emergency Intervention in the Continuum of Health Care

This Government Department Strategy [GDS096]

94
out of 136

Department
Ministry of Health

18
out of 29 in this department

Sector
Health Sector

18
out of 29 in this sector

II About the strategy

Date published	2009 June
Signed by a minister	Not signed
Duration	132 months
Number of pages	13

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to improve investment in the ambulance sector by working with key organisations such as ACC, MoH and DHBs to establish an overall framework for ambulance sector efficiency.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? Yes, see page 7.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

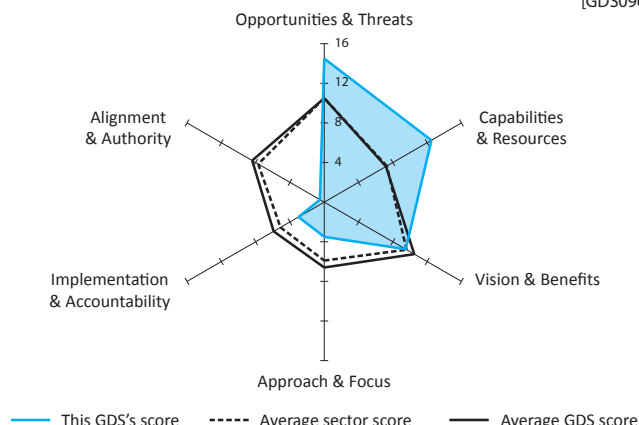
The key points of the issue are well explained; however, the discussion of how strategic outcomes will be met needs more detail. The GDS provides time frames for implementation but could be improved with information on agencies responsible and funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but the structure of the GDS could be improved in order to make the strategic outcomes more understandable. There is a lack of information on review processes.

IV The radar chart

[GDS096]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7.5/8	7
2 Capabilities and Resources What are the internal strengths and weaknesses?	12.5	12
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	3.5	119
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	94
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	0.5	132
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	43.5/96	94

I Rank

Investment Statement: Managing the Crown's Balance Sheet

This Government Department Strategy [GDS136]

94
out of 136

Department
Treasury

2

out of 2 in this department

Sector

Finance and Government Administration Sector

5

out of 6 in this sector

II About the strategy

Date published **2014 March**

Signed by a minister **No**

Duration **48 months**

Number of pages **22**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is not strategic; rather, it is to report on Treasury's fiscal direction.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

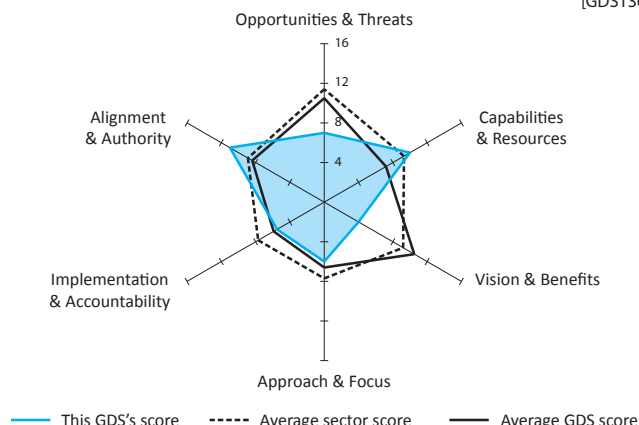
The key points of the issue are covered, and there is insight into the importance of good Crown balance sheet management. However, there is no section which articulates the 'problem' trying to be solved or the outcomes sought and how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not easily understandable and the GDS would be rather inaccessible for a member of the public. They would gain a very basic understanding of the purpose and strategic outcomes. There is no discussion of review processes.

IV The radar chart

[GDS136]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7	120
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	1/8	134
2 Capabilities and Resources What are the internal strengths and weaknesses?	10	27
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	3.5/4	15
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	4	136
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	1.5/8	136
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	0/4	134
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	5.5	60
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	136
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	2/4	48
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	43.5/96	94

I Rank

Medicines New Zealand: Contributing to Good Health Outcomes for All New Zealanders

This Government Department Strategy [GDS094]

98
out of 136

Department
Ministry of Health

19
out of 29 in this department

Sector
Health Sector

19
out of 29 in this sector

II About the strategy

Date published	2007 December
Signed by a minister	Yes
Duration	NK
Number of pages	18

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to build a platform which the agencies and stakeholders in the New Zealand medicines system will use to ensure that funding and allocation of medicines is effective and cohesive.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

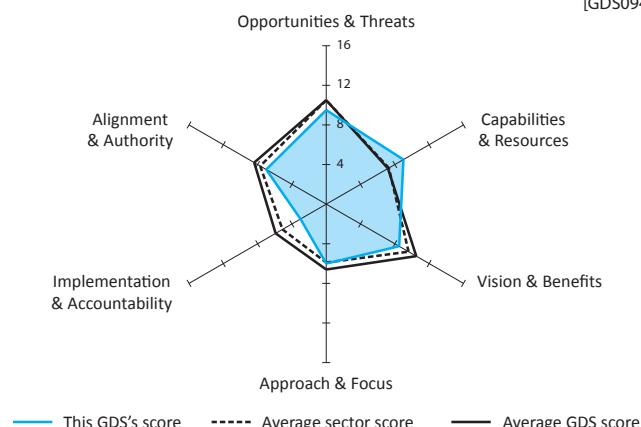
The key points of the issue are well set out, and the GDS explains how it is integrated with other relevant GDSs as well as its drafting history. There is sufficient information discussing the implementation of the outcomes sought. The structure of the GDS is confusing and difficult to follow however.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are not easy to understand, as there is a lack of context and clarity to the GDS. There is no discussion of review.

IV The radar chart

[GDS094]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3/8	121
2 Capabilities and Resources What are the internal strengths and weaknesses?	9	33
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	71
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	94
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	43/96	98

I Rank

National Health Emergency Plan: Mass Casualty Action Plan

This Government Department Strategy [GDS100]

98
out of 136

Department
Ministry of Health

19
out of 29 in this department

Sector
Health Sector

19
out of 29 in this sector

II About the strategy

Date published	2011 September
Signed by a minister	No
Duration	NK
Number of pages	25

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to guide and coordinate the health sector response in the event of an emergency.

Read more about the GDS's vision on page iii.
Is the strategy illustrated? Yes, see page 100.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

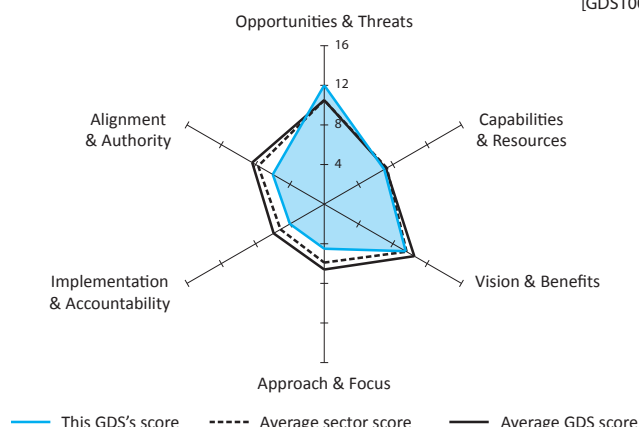
The key points of the issue are clear. The GDS explains that it is a sub-plan of the *National Health Emergency Plan 2008*, which is helpful integration information. The outcomes sought are hypothetical, but the ways they would be achieved if necessary are still clear.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clear. Even though this GDS anticipates hypothetical events, there should be more discussion of review processes.

IV The radar chart

[GDS100]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	7	60
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5/4	119
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0.5/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	43/96	98

I Rank

The Government's Aquaculture Strategy and Five-year Action Plan to Support Aquaculture

This Government Department Strategy [GDS033]

100
out of 136

Department
Ministry for Primary Industries

16
out of 20 in this department

Sector
Primary Industries Sector

20
out of 25 in this sector

II About the strategy

Date published	2011 May
Signed by a minister	Not signed
Duration	48 months
Number of pages	4

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to coordinate a response across government to enable the primary sector to make the most of the aquaculture industry by ensuring the relevant departments (such as DOC, MPI, TPK and MfE) complete actions to improve investment and regulations in this area before 2016.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 3.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

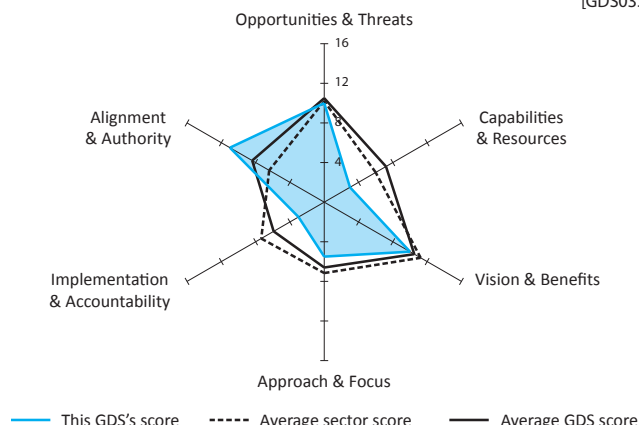
The key points of the issue are outlined comprehensively, as well as how this GDS aligns with other MPI strategies. However, understanding how the outcomes sought will be achieved is restricted due to the lack of discussion regarding funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable (particularly given its short length), and the table at the back (page 4) is highly informative as to the tangible outputs of the strategy. However, there is no discussion regarding the review processes.

IV The radar chart

[GDS033]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	3	126
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0/4	133
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	4/4	1
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	42.5/96	100

I Rank

Better, Sooner, More Convenient Health Care in the Community

This Government Department Strategy [GDS099]

100
out of 136

Department
Ministry of Health

21
out of 29 in this department

Sector
Health Sector

21
out of 29 in this sector

II About the strategy

Date published **2011 June**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **23**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to outline the ways in which DHBs can encourage local health care sector providers to offer more secondary health care options in traditionally 'primary' health care areas.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

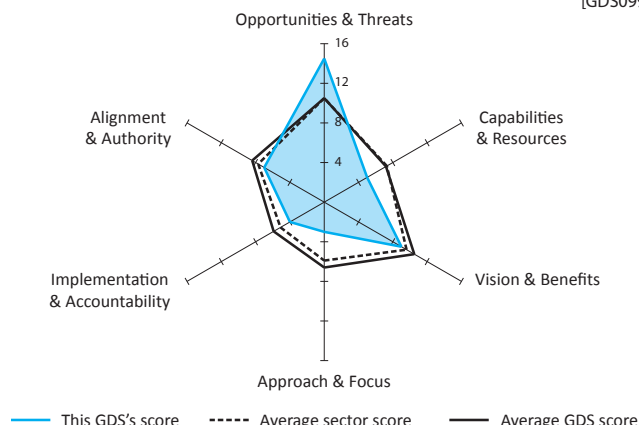
The key points of the issue, including opportunities and threats, are well set out. However, the GDS lacks information regarding the exact strategic outcomes it seeks, and while these may not be suited to this kind of GDS, it would be helpful if it were more structured.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are not explained; instead, the GDS features many 'case studies' showing the impacts of the strategy in real life. There is no mention of review processes. There is no background provided as to the purpose of the GDS.

IV The radar chart

[GDS099]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	14.5	1
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6/8	42
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	3	123
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1/4	125
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	4/4	1
5.2 Does it identify who will report on its progress?	0/4	42
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	42.5/96	100

I Rank

The Primary Health Care Strategy

This Government Department Strategy [GDS086]

102
out of 136

Department
Ministry of Health

22
out of 29 in this department

Sector
Health Sector

22
out of 29 in this sector

II About the strategy

Date published	2001 February
Signed by a minister	Yes
Duration	NK
Number of pages	34

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MoH and DHBs to collaborate and develop policy toolkits and funding agreements to instigate the new approach to primary health, which focuses more on population health and the role of the community.

Read more about the GDS's vision on page vii.
Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

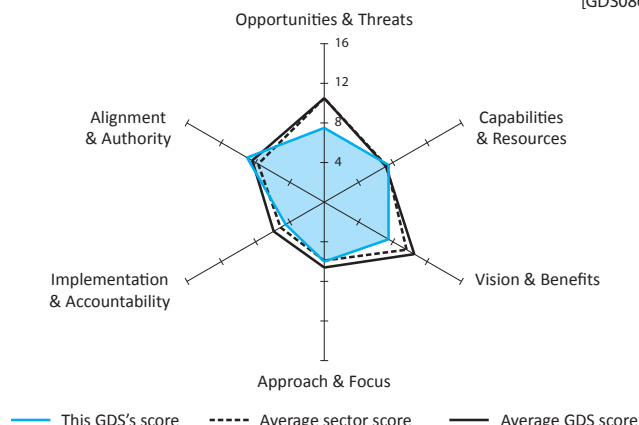
The key points of the issue are explained clearly, and the GDS discusses its connection with other similar and related strategies. While the outcomes sought are outlined, there are few details of how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is relatively clear, and the issue is given context. The structure of the strategy is easy to follow. There is no discussion of review processes; this is likely due to the fact that the GDS does not have an implementation plan section.

IV The radar chart

[GDS086]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	7.5	113
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4.5	71
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	0.5/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	9	53
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	42/96	102

I Rank

Whāia Te Ao Mārama: The Māori Disability Action Plan for Disability Support Services 2012 to 2017

This Government Department Strategy [GDS102]

102
out of 136

Department
Ministry of Health

22
out of 29 in this department

Sector
Health Sector

22
out of 29 in this sector

II About the strategy

Date published	2012 August
Signed by a minister	Yes
Duration	60 months
Number of pages	14

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is a kaupapa Māori one which identifies the areas needing prioritising in the Māori disability area.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? Yes, see page 5.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are clear, and there is full discussion of important contextual information such as Māori world-view concepts. There needs to be more discussion of the implementation of outcomes sought however, as currently the GDS lacks funding and time frame details.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, but the structure could be improved to make the strategic outcomes stand out more, as currently it is confusing. How the strategic outcomes will be achieved, and the discussion of review processes, are sufficiently covered.

IV The radar chart

[GDS102]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9.5	90
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	8.5	35
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	3/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3/4	25
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	5.5	102
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1.5/4	94
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	42/96	102

I Rank

Draft National Fisheries Plan for Inshore Shellfish

This Government Department Strategy [GDS036]

104
out of 136

Department
Ministry for Primary Industries

17

out of 20 in this department

Sector
Primary Industries Sector

21

out of 25 in this sector

II About the strategy

Date published	2011 July
Signed by a minister	No
Duration	60 months
Number of pages	59

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to sort inshore shellfish stocks into groups based on their use and conservation status, which will then be assigned specific management objectives applicable to all stakeholders (such as Māori, amateur or commercial fishers) fishing for the respective group.

Read more about the GDS's vision on page 11.
Is the strategy illustrated? Yes, see page 6.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are set out in an informative way. However, there is a lack of practical information, such as funding required and implementation time frames, to ensure a public servant has a complete understanding of how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable at a basic level. This is a technical GDS, although there is good explanation of the jargon used throughout (contained in the glossary). It describes its integration with surrounding strategies well. However, the public may need more explanation of specific strategic outcomes and their time frames.

IV The radar chart

[GDS036]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10.5	74
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	4	115
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	8	40
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	2/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	2.5	124
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	41.5/96	104

I Rank

New Zealand Antarctic & Southern Ocean Science: Directions and Priorities 2010–2020

This Government Department Strategy [GDS074]

105
out of 136

Department

Ministry of Foreign Affairs and Trade

3

out of 9 in this department

Sector

External Sector

6

out of 13 in this sector

II About the strategy

Date published	2010
Signed by a minister	Yes
Duration	120 months
Number of pages	25

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to develop a science research programme in the Antarctic Ocean by receiving guidance from bodies such as the Scientific Committee on Antarctic Research as to how government funding can enable researchers to meet their goals and deliver on government priorities.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

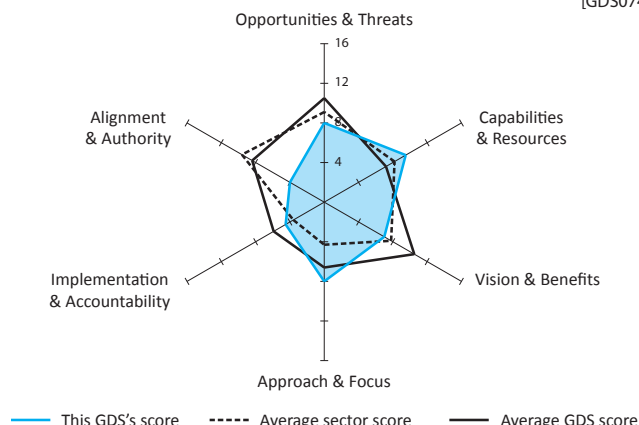
The key points of the issue are explained, and each outcome sought is clear and has contributors specified. However, essential information on how these outcomes will be achieved is lacking.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are stated clearly, although more practical details are required. There is no discussion of review processes.

IV The radar chart

[GDS074]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8	108
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	9.5	30
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	8	39
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	4.5	71
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0.5/4	27
6 Alignment and Authority How does it align with the machinery of government?	4	110
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	0/4	106
Total	41/96	105

I Rank

Opening Doors to India: New Zealand's 2015 Vision

This Government Department Strategy [GDS077]

105
out of 136

Department

Ministry of Foreign Affairs and Trade

3

out of 9 in this department

Sector

External Sector

6

out of 13 in this sector

II About the strategy

Date published **2011 October**

Signed by a minister **Yes**

Duration **NK**

Number of pages **41**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to increase the internationalisation of the New Zealand economy by setting out five high-level goals involving government and businesses that will increase services, trade and exports with India.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

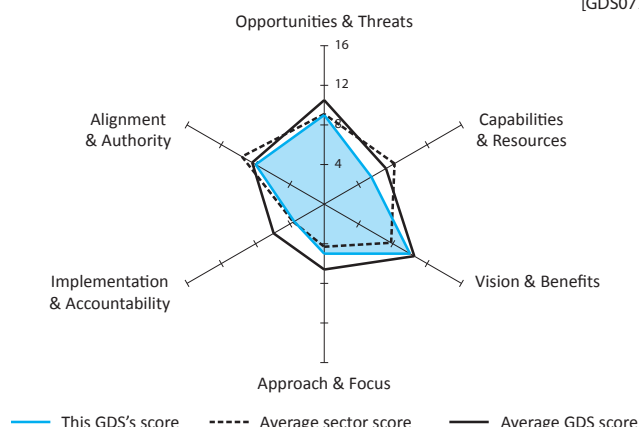
The key points of the issue and content are explained well. There is good discussion of how the GDS was drafted. There is information regarding how the outcomes sought will be achieved, but these need more concrete details attached to them.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are clear. There is very little information regarding review processes.

IV The radar chart

[GDS077]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9	97
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1.5/4	34
3 Vision and Benefits What is the purpose?	10	79
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	41/96	105

I Rank

New Zealand's ASEAN Partnership: One Pathway to Ten Nations

This Government Department Strategy [GDS082]

105
out of 136

Department

Ministry of Foreign Affairs and Trade

3

out of 9 in this department

Sector

External Sector

6

out of 13 in this sector

II About the strategy

Date published **2013 July**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **17**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to coordinate across government, business and the wider community to target key sectors and actions which will improve New Zealand's engagement with ASEAN nations.

Read more about the GDS's vision on page 9.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

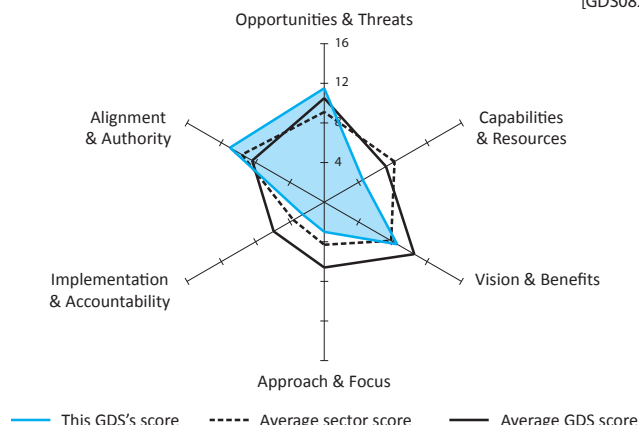
The key points of the issue are set out sufficiently; however, the GDS does not go into any depth as to how the outcomes sought will be achieved. The GDS discusses its integration with other GDSs and explains the threats and opportunities of the focus area very well.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear; however, the strategic outcomes lack enough detail for the public to understand what the GDS will achieve. There is no discussion of review. The GDS does not provide much useful information to the public.

IV The radar chart

[GDS082]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	5/8	81
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	3	123
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1/4	125
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	41/96	105

I Rank

Draft National Fisheries Plan for Freshwater

This Government Department Strategy [GDS037]

108
out of 136

Department
Ministry for Primary Industries

18
out of 20 in this department

Sector
Primary Industries Sector

22
out of 25 in this sector

II About the strategy

Date published	2011 July
Signed by a minister	No
Duration	60 months
Number of pages	43

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to ensure that government's goal for the management of the fisheries sector is met by (i) dividing freshwater stock into two groups according to their use and endangerment level and (ii) devising management objectives for each group.

Read more about the GDS's vision on page 7.
Is the strategy illustrated? Yes, see page 4.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

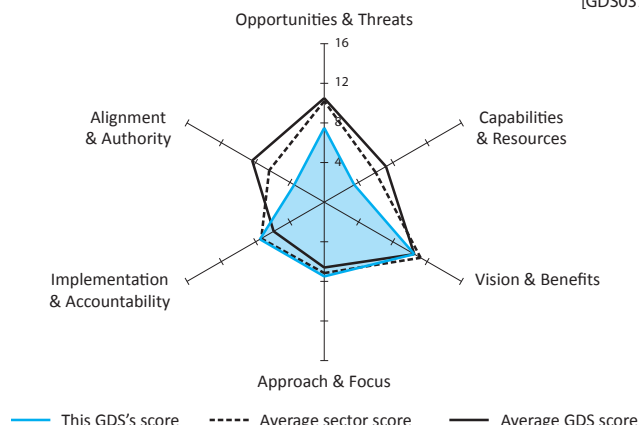
The key points of the issue are not specified clearly, and the lack of a section detailing the opportunities and threats in this focus area is a significant omission. The articulation of the GDS's vision is insufficient, which suggests that a public servant would need more information as to how the vision will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable at a basic level; however, there is technical information which is difficult to understand. There is explanation of the strategic outcomes, though these could be improved by accompanying details on implementation. There is only a basic outline of the review processes.

IV The radar chart

[GDS037]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3.5/8	116
2 Capabilities and Resources What are the internal strengths and weaknesses?	3.5	121
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3.5/4	4
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	7.5	43
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	2/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	3.5	113
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	40/96	108

I Rank

Reduced Waiting Times for Public Hospital Elective Services

This Government Department Strategy [GDS083]

108
out of 136

Department
Ministry of Health

24
out of 29 in this department

Sector
Health Sector

24
out of 29 in this sector

II About the strategy

Date published	2000 March
Signed by a minister	Not signed
Duration	NK
Number of pages	23

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MoH to build on current practices aiming to improve access to elective services by implementing new initiatives designed to target problem areas.

Read more about the GDS's vision on page 3.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

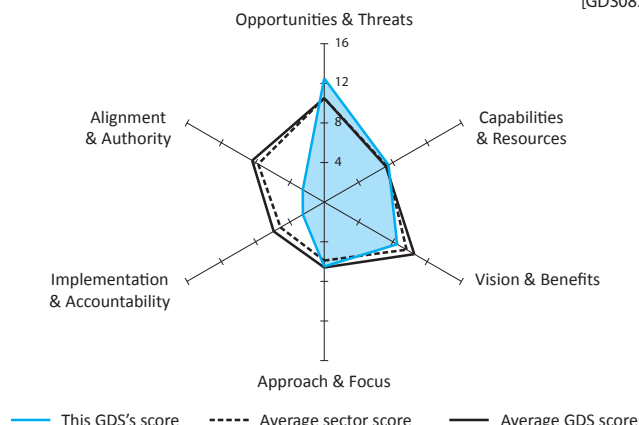
The key points of the issue and outcomes sought are explained clearly. However, there is insufficient information regarding time frames and agents responsible to explain how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are relatively clear, although the structure of the GDS could be improved to make it easier to digest. There is no comprehensive discussion of review processes.

IV The radar chart

[GDS083]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12.5	33
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3/4	16
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0.5/4	118
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	2.5	124
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	40/96	108

I Rank

Pathways to Inclusion: Ngā ara whakauru ki te iwi whānui: Improving Vocational Services for People with Disabilities

This Government Department Strategy [GDS118]

108
out of 136

Department

Ministry of Social Development

7

out of 9 in this department

Sector

Social Development and Housing Sector

7

out of 9 in this sector

II About the strategy

Date published	2001 September
Signed by a minister	Yes
Duration	NK
Number of pages	13

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to phase in changes to the vocational services for people with disabilities sector, over the long term, in order to deliver on the goals set in the *New Zealand Disability Strategy*.

Read more about the GDS's vision on page 7.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

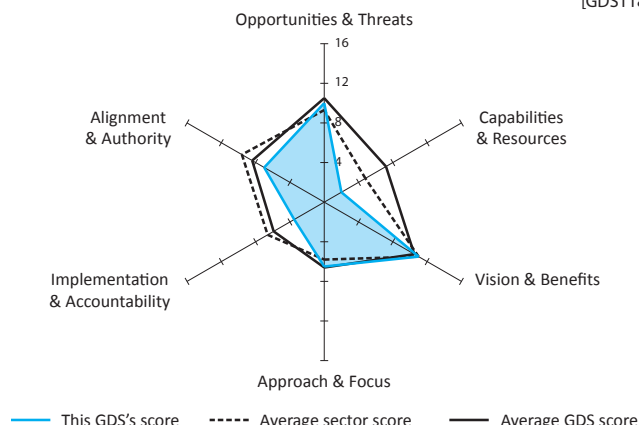
The key points are clearly articulated, and there is a good explanation of how the department aims to achieve the outcomes sought. There is a comprehensive discussion of the GDS's context, and the structure of the GDS is good. The GDS could benefit from more discussion of partnerships and capabilities.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is easy to understand, and the public would be able to comprehend the focus area of the GDS. Specific information as to the timing and funding of strategic outcomes needs to be outlined further however. There is no discussion of review.

IV The radar chart

[GDS118]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	10	81
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	2	13
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1.5/4	126
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	6.5	69
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	4/4	1
4.2 Does it identify a range of strategic approaches to solve the problem?	2.5/4	23
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3.5	84
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	65
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	0/4	106
Total	40/96	108

I Rank

Leadership Strategy for the State Services

This Government Department Strategy [GDS132]

108
out of 136

Department

State Services Commission

1

out of 1 in this department

Sector

Finance and Government Administration Sector

6

out of 6 in this sector

II About the strategy

Date published **2013 November**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **9**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to build a system that encourages chief executives to support the development of talent and leadership in the state sector.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

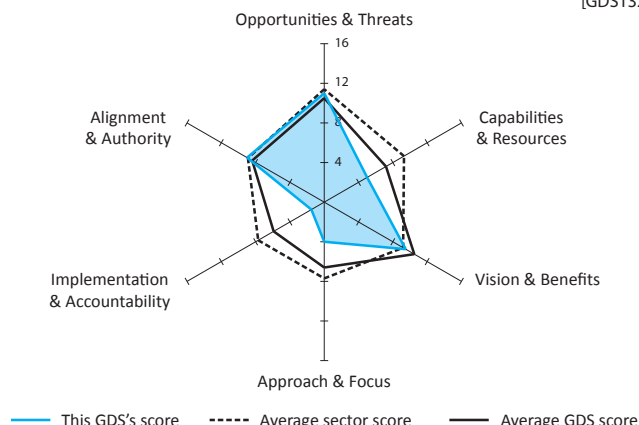
The key points of the issue are explained well, and there is a clear discussion of the threats and opportunities arising within the focus area. The outcomes sought are outlined; however, the GDS does not clearly express how they will be achieved or during what time frame. The problem articulation in this GDS is good.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable on a basic level, although the GDS's structure is confusing. The strategic outcomes are not well explained, and there is no discussion of review processes.

IV The radar chart

[GDS132]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4.5/8	92
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	4	113
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0/4	92
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	9	53
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	4/4	1
Total	40/96	108

I Rank

New Zealand Sea Lion Species Management Plan: 2009–2014

This Government Department Strategy [GDS005]

112
out of 136

Department
Department of Conservation

4

out of 5 in this department

Sector
Environment Sector

14

out of 15 in this sector

II About the strategy

Date published	2009 July
Signed by a minister	Not signed
Duration	60 months
Number of pages	28

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to restrict human interactions with sea lions to increase the population of this threatened species, whilst funding research which will guide future management of this species.

Read more about the GDS's vision on page 5.
Is the strategy illustrated? Yes, see page 18.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue are well articulated, and the threats in the strategic focus area are clear. The outcomes sought are well set out, with measures of success attached to each goal. However, there is no discussion of the timing of the GDS or how it will be implemented. Financial and research constraints are indicated in the GDS.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the GDS would be clear to a member of the public. The strategic outcomes are set out, although there is no specific information about which agencies will carry out which tasks. Time frames are not attached to the goals, and there is no way the public can monitor the agency's own review of its progress.

IV The radar chart

[GDS005]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	7/8	19
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	4.5	71
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0.5/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	1/4	18
6 Alignment and Authority How does it align with the machinery of government?	2	128
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	38.5/96	112

I Rank

Refugee Settlement: New Zealand Resettlement Strategy

This Government Department Strategy [GDS061]

113
out of 136

Department

Ministry of Business, Innovation and Employment

3

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

15

out of 17 in this sector

II About the strategy

Date published **2012**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **10**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to work across government agencies, non-government organisations and refugee committees to ensure that refugee resettlement processes are improved with a special focus on employment.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? Yes, see page 6.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

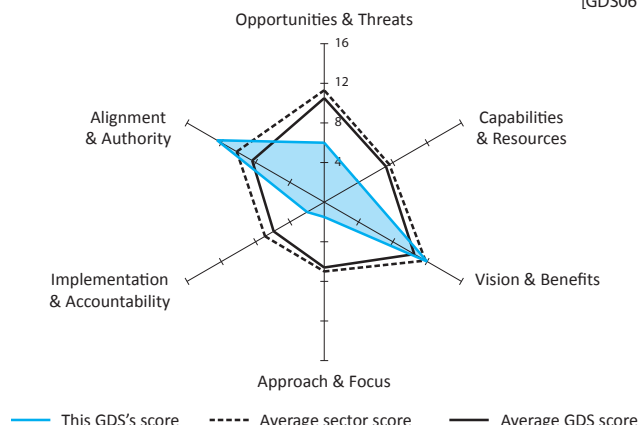
The key points of the issue are not articulated in great depth, although the GDS does explain its development well. The measures of success are very specific, which is useful for understanding how the outcomes sought will be achieved. However, the implementation plan is vague, and there is no discussion of funding.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable in a broad sense. However, there is no discussion of review processes to be undertaken once the GDS is implemented.

IV The radar chart

[GDS061]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	6	124
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3.5/8	116
2 Capabilities and Resources What are the internal strengths and weaknesses?	4	115
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	12	44
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	1.5	132
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1/4	125
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2	119
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	0.5/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	12.5	26
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	38/96	113

I Rank

Success for All: Every School, Every Child: Building an Inclusive Education System

This Government Department Strategy [GDS067]

114
out of 136

Department
Ministry of Education

7

out of 7 in this department

Sector
Education & Science Sector

7

out of 7 in this sector

II About the strategy

Date published	2010
Signed by a minister	Not signed
Duration	48 months
Number of pages	12

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to build the confidence of educators and parents setting out a four-year work plan on building inclusive practices in schools and then expanding to the early childhood sector.

Read more about the GDS's vision on page 4.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

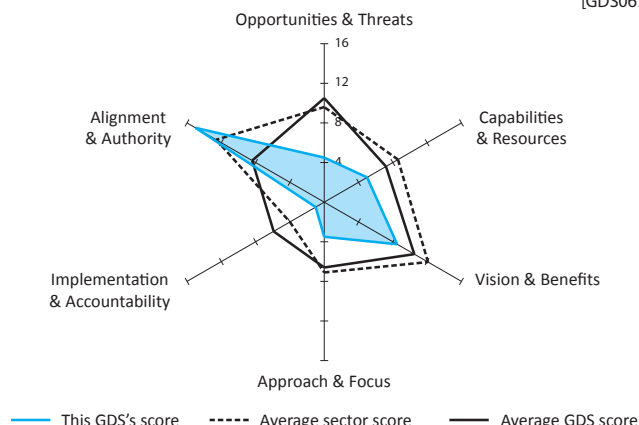
The key points of the issue are not well communicated. However, the outcomes sought are clearly explained. The GDS provides a time frame for the GDS and states who will be carrying out the tasks. The measures of success are vague; however, the ways in which the outcomes sought will be achieved are understandable.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not clear, and the GDS's structure is weak. The strategic outcomes are vague but understandable. There is no useful information for the public such as details about review or engagement with the strategy.

IV The radar chart

[GDS067]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	4.5	132
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2.5/8	125
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	1/4	131
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	8.5	104
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	3.5	119
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1	131
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	0/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	15	6
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3/4	28
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	37.5/96	114

I Rank

Sexual and Reproductive Health Strategy: Phase One

This Government Department Strategy [GDS088]

114
out of 136

Department
Ministry of Health

25
out of 29 in this department

Sector
Health Sector

25
out of 29 in this sector

II About the strategy

Date published	2001 October
Signed by a minister	Yes
Duration	NK
Number of pages	27

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to devise a framework detailing the specific sexual health needs of particular communities and to develop detailed action plans for MoH, DHBs and other organisations based on this information.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

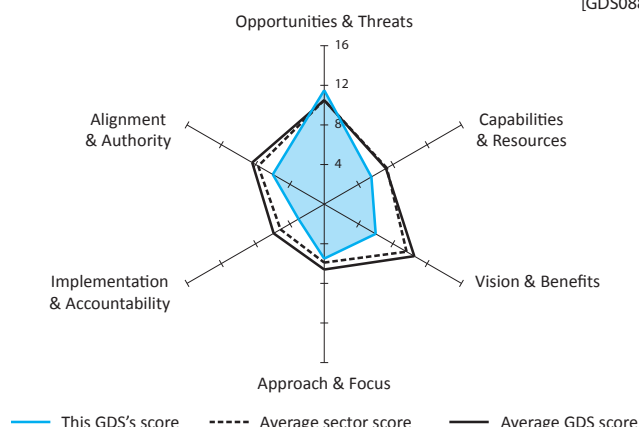
The key points of the issue are communicated, along with the strategic context of the GDS as to how it fits into the New Zealand health and disability strategies. However, the outcomes sought are vague and there is no concrete information provided regarding how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The GDS's overall purpose is clear. The strategic outcomes are less clear but are still understandable. There is no discussion of review process.

IV The radar chart

[GDS088]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11.5	52
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6.5/8	44
2 Capabilities and Resources What are the internal strengths and weaknesses?	5.5	80
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	6	127
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	0/4	134
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	2/4	30
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	4/4	1
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	37.5/96	114

I Rank

Creating Lasting Change: Strategy 2011–2015 (Year One)

This Government Department Strategy [GDS008]

116
out of 136

Department
Department of Corrections

2

out of 4 in this department

Sector
Justice Sector

5

out of 7 in this sector

II About the strategy

Date published	2011
Signed by a minister	Not signed
Duration	48 months
Number of pages	13

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to coordinate all the Department of Corrections' plans which relate to its staff and their performance needs so that the 'One Team' philosophy is carried out in all areas and the department is strengthened internally.

Read more about the GDS's vision on the inside cover.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

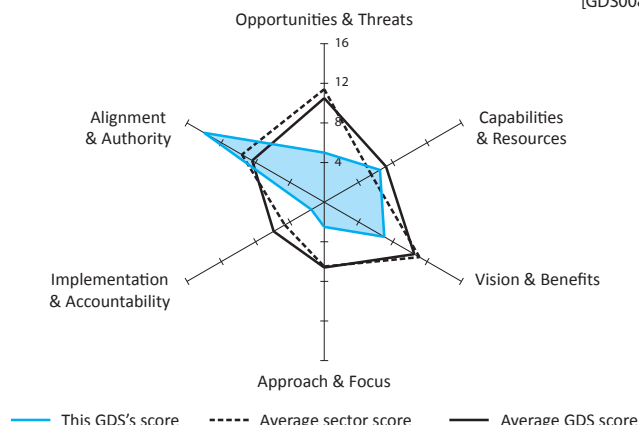
The key points of the issue are set out very clearly at the beginning of the GDS. The outlining of capabilities and partnerships in this GDS is very strong; however, the implementation plan is weak, and there is no concrete discussion of the finances required.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable. However, the strategic outcomes do not have much detail attached to them that the public could use for holding the department accountable to its vision. Also, there is no discussion of review processes.

IV The radar chart

[GDS008]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	5	129
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3/8	121
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3.5/4	17
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	2.5	128
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2.5/4	92
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	14	16
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	36.5/96	116

I Rank

Advancing With Australia: New Zealand Inc Australia Strategy

This Government Department Strategy [GDS080]

116
out of 136

Department

Ministry of Foreign Affairs and Trade

6

out of 9 in this department

Sector

External Sector

9

out of 13 in this sector

II About the strategy

Date published	2013
Signed by a minister	Yes
Duration	48 months
Number of pages	17

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to establish a framework to advance the economic, security and political relationships with Australia by identifying investment and diplomatic opportunities which can be taken.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

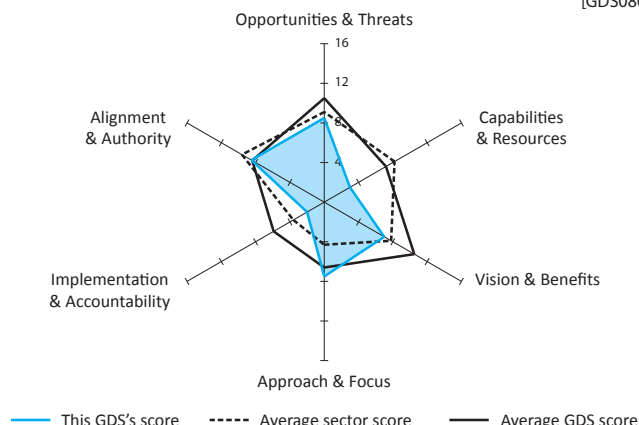
The key points of the issue are clear; however, there is a lack of clarity as to what outcomes are sought. There is not enough specific discussion of how outcomes will be achieved. The structure of the GDS is not purposeful, and information on its vision is missing.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable; however, there is not enough explicit identification of the strategic outcomes in order to assess their connection to the broader purpose of the GDS. There is no discussion of review.

IV The radar chart

[GDS080]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8.5	103
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	3	126
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	7.5	43
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	2/4	4
5 Implementation and Accountability Who is responsible for what?	2	119
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8.5	58
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	36.5/96	116

I Rank

Children's Action Plan: Identifying, Supporting and Protecting Vulnerable Children: The White Paper for Vulnerable Children

This Government Department Strategy [GDS122]

116
out of 136

Department

Ministry of Social Development

8

out of 9 in this department

Sector

Social Development and Housing Sector

8

out of 9 in this sector

II About the strategy

Date published **2012 October**

Signed by a minister **Not signed**

Duration **60 months**

Number of pages **12**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to coordinate a flexible cross-agency set of objectives to be implemented over a five-year period, which will contribute to the reduction of negative child abuse and neglect statistics.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

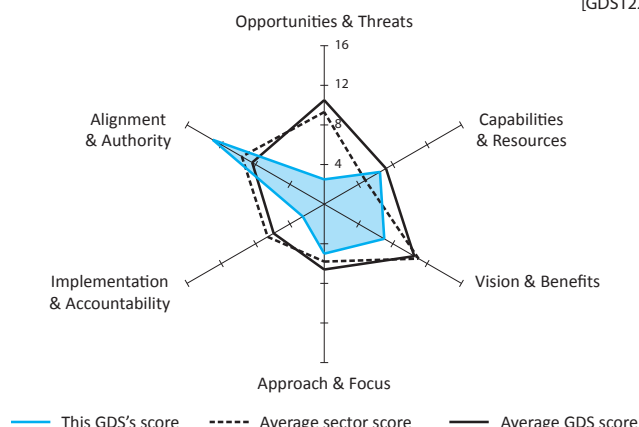
The key points of the issue are explained on a basic level, but they are not clear. The outcomes sought are vague, and not much useful information (other than timelines) is given as to how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is not well articulated, although the timelines associated with the strategic outcomes are relatively clear. There is no information on review processes.

IV The radar chart

[GDS122]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	2.5	136
1.1 Does it identify opportunities going forward?	0/4	135
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	1.5/8	133
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	2/8	132
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	3/4	44
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0.5/4	132
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	13	22
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	4/4	1
Total	36.5/96	116

I Rank

National Airspace Policy of New Zealand

This Government Department Strategy [GDS128]

116
out of 136

Department
Ministry of Transport

6

out of 6 in this department

Sector
Economic Development & Infrastructure Sector

16

out of 17 in this sector

II About the strategy

Date published **2012 April**

Signed by a minister **Yes**

Duration **NK**

Number of pages **8**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is for MoT to oversee the implementation of a policy framework which will deliver desired principles to the airspace sector.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

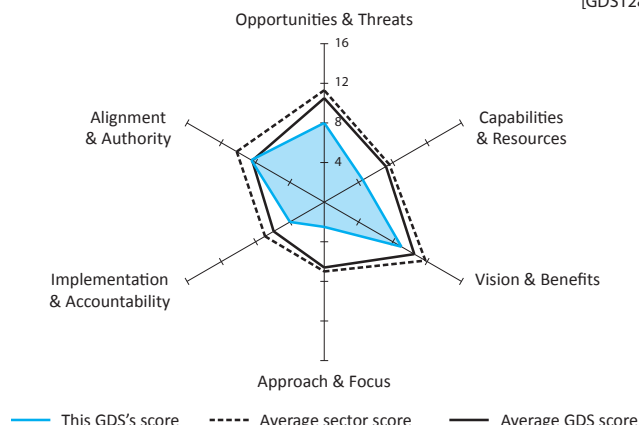
The key points of the issue are clear; however, the ways in which the outcomes sought will be achieved are very vague.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable at a basic level, although a member of the public may find this GDS overwhelming. There is minimal information on review processes.

IV The radar chart

[GDS128]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8	108
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	2/4	84
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3.5/8	116
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	9	97
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2.5/4	65
4 Approach and Focus What choices and trade-offs have been made?	2.5	128
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1/4	125
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8.5	58
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	36.5/96	116

I Rank

Vision Mātauranga: Unlocking the Innovation Potential of Māori Knowledge, Resources and People

This Government Department Strategy [GDS054]

120
out of 136

Department

Ministry of Business, Innovation and Employment

10

out of 10 in this department

Sector

Economic Development & Infrastructure Sector

17

out of 17 in this sector

II About the strategy

Date published **2005 March**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **25**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to establish a strategic direction for funding of Vote Research, Science and Technology, so that Māori resources and knowledge can be better utilised in NZ planning.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

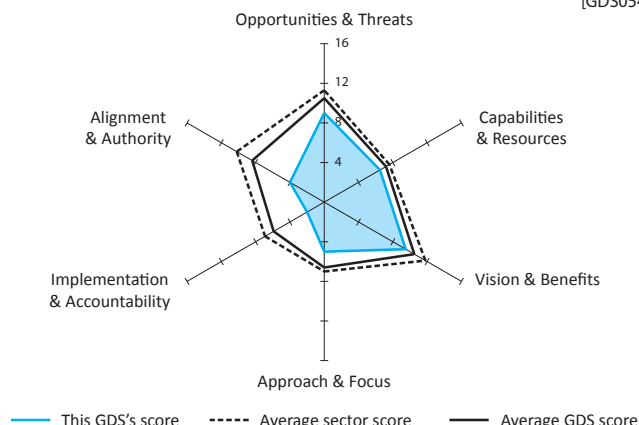
The key points of the issue are explained well, including its drafting and consultation process and context. However, it needs to be clearer on the outcomes sought and more specific information on how they will be achieved; in particular, funding information should be provided. The GDS is integrated well with ministerial priorities.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is well articulated, but the strategy's structure could be clearer. The GDS includes informative diagrams illustrating the relationship between agencies carrying out the strategy. There is no discussion of review processes.

IV The radar chart

[GDS054]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	9	97
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	6.5	65
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	9.5	87
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2	119
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0.5/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	4	110
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	36/96	120

I Rank

New Generation National Library: Strategic Directions to 2017

This Government Department Strategy [GDS011]

121
out of 136

Department
Department of Internal Affairs
4
out of 4 in this department

Sector
Māori, Other Populations & Cultural Sector
8
out of 8 in this sector

II About the strategy

Date published	2007
Signed by a minister	Not signed
Duration	120 months
Number of pages	7

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to enhance the National Library of New Zealand by protecting its current resources and taonga whilst setting up a framework to ease its transition into the digital age.

Read more about the GDS's vision on page 1.

Is the strategy illustrated? Yes, see page 7

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

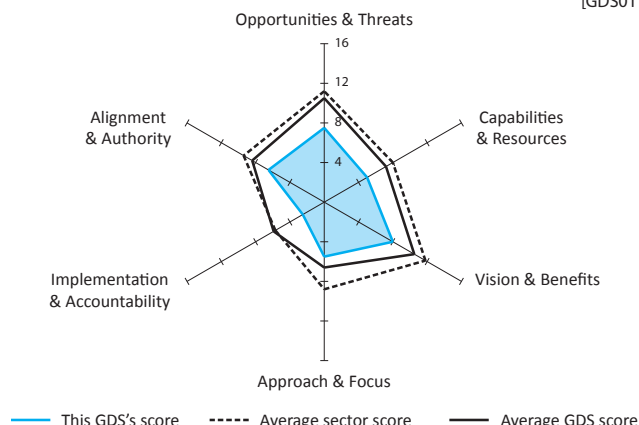
The key points of the issue are not well explained, and while the GDS does outline the outcomes sought, there is no information regarding how these will be implemented. The structure of the GDS is poor.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are understandable on a surface level, but there is no information enabling the public to monitor progress or review the GDS.

IV The radar chart

[GDS011]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	8	112
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5/8	74
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	1.5/4	55
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	2/4	42
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0/4	74
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6.5	89
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0.5/4	113
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	35/96	121

I Rank

Opening Doors to the Gulf Region: The New Zealand Inc Strategy

This Government Department Strategy [GDS081]

121
out of 136

Department

Ministry of Foreign Affairs and Trade

7

out of 9 in this department

Sector

External Sector

10

out of 13 in this sector

II About the strategy

Date published **2013 July**

Signed by a minister **Yes**

Duration **48 months**

Number of pages **20**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is one that strengthens New Zealand's relationship with the Gulf Region by collaborating across government agencies and the business community, with high-level political engagement backing this up.

Read more about the GDS's vision on page 11.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

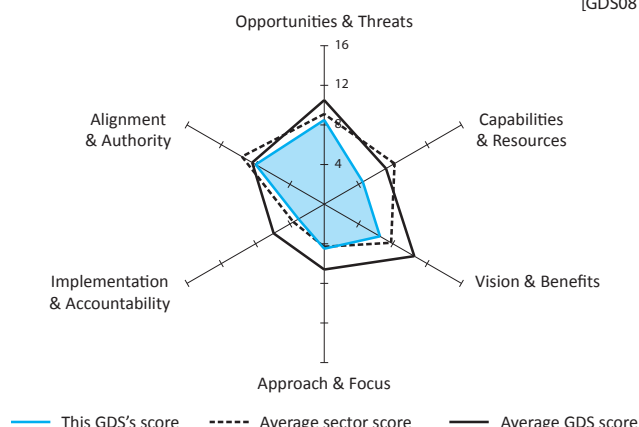
The key points of the issue are relatively clear, and there is a lot of information on the context. However, the outcomes sought are not explained. It is unclear how they will be achieved and by whom.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is relatively clear, although the information on strategic outcomes is very vague. There is no discussion of review processes.

IV The radar chart

[GDS081]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8.5	103
1.1 Does it identify opportunities going forward?	4/4	1
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4.5/8	93
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	6.5	123
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	3	97
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0.5/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	35/96	121

I Rank

Towards Customs 2020

This Government Department Strategy [GDS131]

121
out of 136

Department
New Zealand Customs Service

1

out of 1 in this department

Sector
External Sector

10

out of 13 in this sector

II About the strategy

Date published	2013 September
Signed by a minister	Not signed
Duration	84 months
Number of pages	28

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is unclear, although it seems to be to describe the changes to the New Zealand Customs Service in order to reflect their current role in government.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? Yes, see pages 14 and 17.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

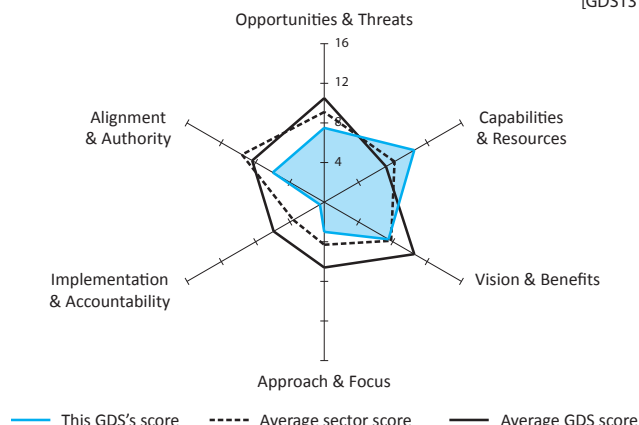
The key points of the issue are poorly explained, although the problems facing Customs are articulated. The outcomes sought are very vague, and there is no discussion of how they will be achieved. The GDS is very poorly structured and has no clear direction.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable on a basic level; however, the strategic outcomes are very poorly explained. There is no information on review processes.

IV The radar chart

[GDS131]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2/8	127
2 Capabilities and Resources What are the internal strengths and weaknesses?	10.5	24
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	4/4	1
2.4 Does it identify what resources it does not have and needs to acquire or work around?	3.5/4	13
3 Vision and Benefits What is the purpose?	7.5	113
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	2.5/8	130
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	3	123
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	0.5	135
5.1 Does it identify who is responsible for implementing the GDS?	0.5/4	133
5.2 Does it identify who will report on its progress?	0/4	130
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	35/96	121

I Rank

National Historic Heritage Strategy 2013

This Government Department Strategy [GDS009]

124
out of 136

Department
Department of Corrections

3
out of 4 in this department

Sector
Justice Sector

6
out of 7 in this sector

II About the strategy

Date published	2013
Signed by a minister	Not signed
Duration	NK
Number of pages	41

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to provide a reference document for corrections officials and property managers regarding heritage places and to devise a conservation plan so that the Government's heritage policy can be enforced.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

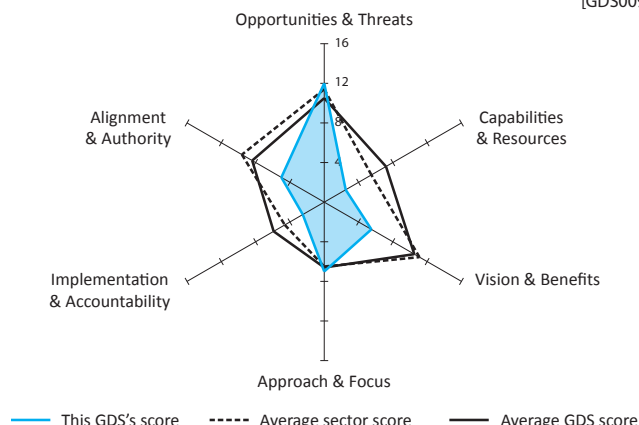
The key points of the issue are set out very well. The strategic outcomes sought are clear and detailed, however, there needs to be more discussion of implementation.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable, though the GDS reads more like a set of guidelines than a strategy. Some of the terms used would mean little to an uninformed member of the public. There is no discussion of review processes to be undertaken.

IV The radar chart

[GDS009]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	12	39
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	8/8	1
2 Capabilities and Resources What are the internal strengths and weaknesses?	2.5	130
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0/4	133
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	5.5	129
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	7	54
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3.5/4	42
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	5	104
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	34.5/96	124

I Rank

Harvest Strategy Standard for New Zealand Fisheries

This Government Department Strategy [GDS027]

125
out of 136

Department
Ministry for Primary Industries

19

out of 20 in this department

Sector
Primary Industries Sector

23

out of 25 in this sector

II About the strategy

Date published	2008 October
Signed by a minister	Yes
Duration	NK
Number of pages	19

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to better manage New Zealand fisheries by outlining targets and limits to be set, although there is no strategic planning evident.

Read more about the GDS's vision on page 7.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

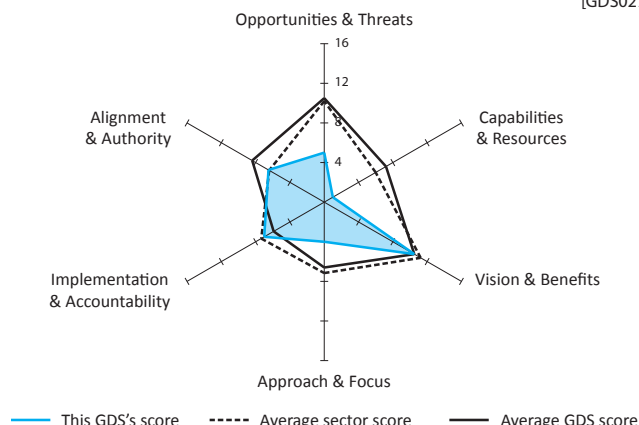
The key points of the issue are communicated basically, but minimal context is given. The ways in which the outcomes sought will be achieved are not explained sufficiently, as the GDS lacks a vision and steps for implementation.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is understandable only on a basic level, as the GDS is technical and difficult to read. The strategic outcomes are not explained, and there is minimal information regarding review processes.

IV The radar chart

[GDS027]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	5	129
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2/8	127
2 Capabilities and Resources What are the internal strengths and weaknesses?	1	136
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	0.5/4	133
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0.5/4	123
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	5.5/8	61
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	3.5/4	24
4 Approach and Focus What choices and trade-offs have been made?	4	113
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5/4	119
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	7	47
5.1 Does it identify who is responsible for implementing the GDS?	3.5/4	22
5.2 Does it identify who will report on its progress?	2.5/4	61
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	1/4	59
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6.5	89
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2.5/4	56
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	34/96	125

I Rank

Youth Strategy – Reducing Re-offending by Young People

This Government Department Strategy [GDS010]

126
out of 136

Department
Department of Corrections
4
out of 4 in this department

Sector
Justice Sector
7
out of 7 in this sector

II About the strategy

Date published	2013 November
Signed by a minister	Not signed
Duration	48 months
Number of pages	1

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to focus on improving the outcomes for young offenders by improving staff and community responses to them using a three-step strategy.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 1.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

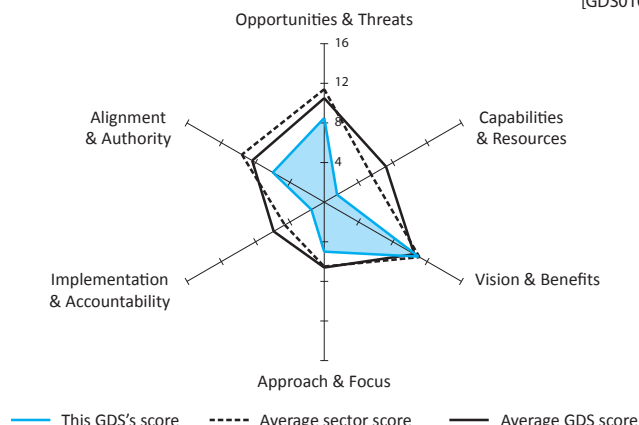
The key points of the issue are explained. However, the ways in which the outcomes sought will be achieved are not clear, as there is no discussion regarding finances and resources.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are explained clearly, but not in great depth. There is minimal information on review processes and how to engage with them.

IV The radar chart

[GDS010]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8.5	103
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	6/8	54
2 Capabilities and Resources What are the internal strengths and weaknesses?	1.5	135
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	0/4	135
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	11	56
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	6.5/8	30
3.2 Does it identify who the beneficiaries are and how they will benefit?	2.5/4	76
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	5	96
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0/4	30
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	2/4	60
Total	33.5/96	126

I Rank

'Future Directions for the Border Sector'

This Government Department Strategy [GDS038]

126
out of 136

Department
Ministry for Primary Industries

20
out of 20 in this department

Sector
Primary Industries Sector

24
out of 25 in this sector

II About the strategy

Date published	2012 February
Signed by a minister	Not signed
Duration	NK
Number of pages	6

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to improve the efficiency of border services by highlighting priority initiatives requiring the attention and cooperation of all border agencies.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

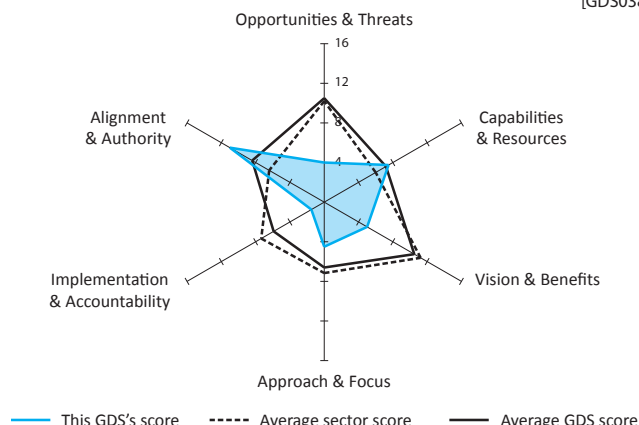
The key points of the issue are not clear; the problems, vision and opportunities and threats of the strategic focus area are not well articulated. A public servant would understand the initiatives set out, but they would not understand why these are the outcomes sought.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is poorly explained, and the layout is not clear. The GDS lacks any guide for people who are not familiar with border control issues, and there is no discussion of the review processes.

IV The radar chart

[GDS038]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	4	134
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	1.5/4	93
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	1/8	134
2 Capabilities and Resources What are the internal strengths and weaknesses?	7.5	49
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2.5/4	50
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	1/4	36
3 Vision and Benefits What is the purpose?	5	131
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	2/8	132
3.2 Does it identify who the beneficiaries are and how they will benefit?	1/4	134
3.3 Does it describe how success will be measured and over what time frame?	2/4	78
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	1/4	16
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0/4	132
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	11	38
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	33.5/96	126

I Rank

International Development Policy Statement: Supporting Sustainable Development [In Developing Countries]

This Government Department Strategy [GDS076]

126
out of 136

Department

Ministry of Foreign Affairs and Trade

8

out of 9 in this department

Sector

External Sector

12

out of 13 in this sector

II About the strategy

Date published **2011 March**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **13**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to implement larger and longer-term aid programs in developing countries, especially in the Pacific, in order to align with their needs; this will be done by partnership with NGOs and the governments of these countries.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

The key points of the issue and context are explained well. However, the outcomes sought are broad and lack specific goals and details on how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are not clear, despite there being a lot of explanatory information. There is no explicit discussion of the review processes.

IV The radar chart

[GDS076]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	6	124
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	2.5/4	76
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2/8	127
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1.5/4	86
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	5	131
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	3.5	119
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0.5/4	32
5 Implementation and Accountability Who is responsible for what?	8.5	35
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	3.5/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	3.5/4	11
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	33.5/96	126

I Rank

Latin America: A Revised Approach

This Government Department Strategy [GDS075]

129
out of 136

Department

Ministry of Foreign Affairs and Trade

9

out of 9 in this department

Sector

External Sector

13

out of 13 in this sector

II About the strategy

Date published **2010 May**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **14**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to encourage the business sector to invest in partnerships with Latin America by leading political relationships through actions carried out by MFAT and NZ diplomats.

Read more about the GDS's vision on page 2.

Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

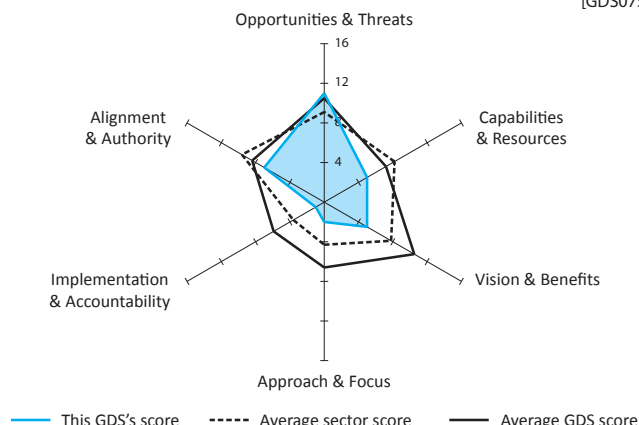
The key points of the issue are understandable on a basic level. However, the outcomes sought are unclear, and there is no satisfactory explanation of how the they will be achieved. The 'risks' section of this GDS is valuable.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are unclear, and the GDS is poorly structured. There is no information on review processes.

IV The radar chart

[GDS075]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	11	64
1.1 Does it identify opportunities going forward?	3.5/4	17
1.2 Does it identify threats going forward?	3.5/4	31
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	5	91
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	2/4	67
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	5	131
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3/8	121
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	0.5/4	125
4 Approach and Focus What choices and trade-offs have been made?	2	131
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1.5/4	119
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1	131
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	0/4	121
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7	80
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	31/96	129

I Rank

Actioning Medicines New Zealand 2010

This Government Department Strategy [GDS097]

129
out of 136

Department
Ministry of Health

26
out of 29 in this department

Sector
Health Sector

26
out of 29 in this sector

II About the strategy

Date published **2010 April**

Signed by a minister **Not signed**

Duration **NK**

Number of pages **6**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to use MoH resources to support agencies engaged in regulatory drug safety activities in order to ensure that New Zealand has a coordinated response to the use of medicines.

Read more about the GDS's vision on page 3.

Is the strategy illustrated? Yes, see page 3.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

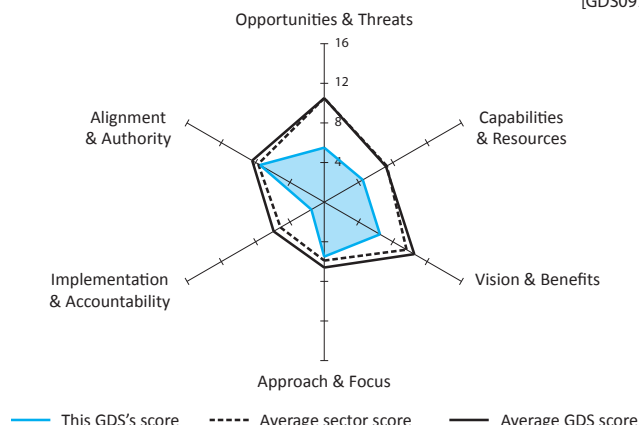
The key points of the issue are not well explained, although the GDS does discuss successes achieved under the previous version of the plan. The outcomes sought are presented in a confusing way, and there is little practical information explaining how they will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are very difficult to understand. There is an overwhelming amount of information presented to the reader with little context and background provided. There is no comprehensive discussion of review processes.

IV The radar chart

[GDS097]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	5.5	128
1.1 Does it identify opportunities going forward?	3/4	37
1.2 Does it identify threats going forward?	0.5/4	117
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2/8	127
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2.5/4	77
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	6.5	123
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	1.5/4	122
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	5.5	86
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	1/4	69
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1.5/4	76
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	7.5	75
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	3.5/4	9
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	4/4	1
Total	31/96	129

I Rank

National Health Emergency Plan: National Reserve Supplies Management and Usage Policies, 3rd Edition

This Government Department Strategy [GDS108]

131
out of 136

Department
Ministry of Health

27
out of 29 in this department

Sector
Health Sector

27
out of 29 in this sector

II About the strategy

Date published	2013 December
Signed by a minister	Not signed
Duration	NK
Number of pages	11

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to prepare DHBs and the MoH for an emergency by setting out the procedures for allocation of national health reserve supplies during this time.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? Yes, see page 9.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

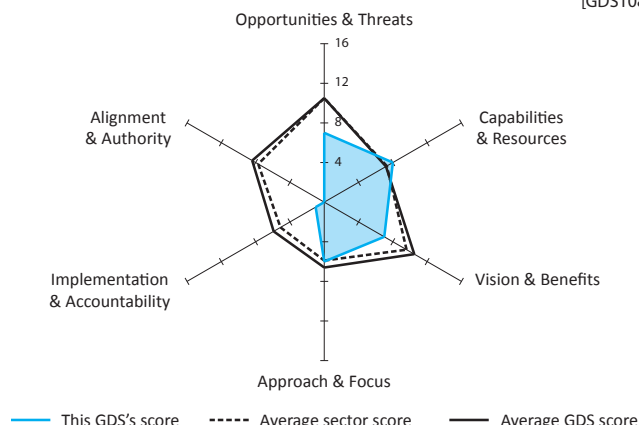
The key points of the issue are simple and set out sufficiently, as this GDS deals with one very specific issue. There is a lack of information as to how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear despite the GDS being of a very technical nature. The strategic outcomes are less clear; however, a member of the public would have a basic understanding of what is seeking to be achieved in the relevant (emergency) circumstances. There is no discussion of review.

IV The radar chart

[GDS108]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7	120
1.1 Does it identify opportunities going forward?	0/4	135
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3/8	121
2 Capabilities and Resources What are the internal strengths and weaknesses?	8	39
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3.5/4	8
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	3/4	19
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	7	116
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	3.5/4	17
3.3 Does it describe how success will be measured and over what time frame?	0/4	134
4 Approach and Focus What choices and trade-offs have been made?	6	77
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	3/4	11
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1	131
5.1 Does it identify who is responsible for implementing the GDS?	1/4	122
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	0	134
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	29/96	131

I Rank

Strengthening Families for Well-being: From Welfare to Well-being, mai i te toko i te ora ki te oranga: 5th Edition 1998

This Government Department Strategy [GDS116]

132
out of 136

Department

Ministry of Social Development

9

out of 9 in this department

Sector

Social Development and Housing Sector

9

out of 9 in this sector

II About the strategy

Date published	1998
Signed by a minister	Yes
Duration	96 months
Number of pages	10

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to coordinate work across many government sectors to ensure that the families who are most in need are receiving government support.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

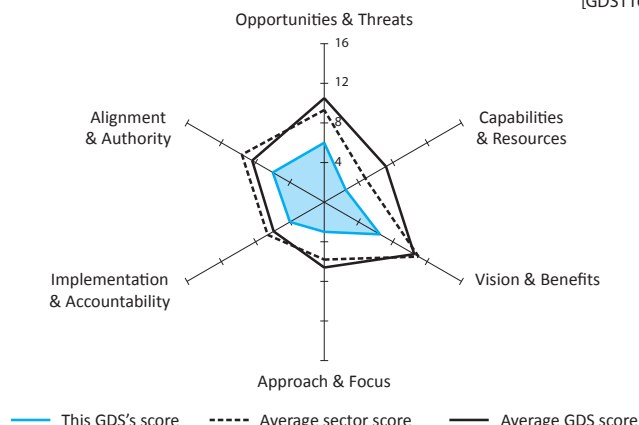
The key points of the GDS are not very clear. The strategic outcomes are not identified in the GDS, and thus it is difficult to determine how they will be achieved. There is no comprehensive overview of the strategic direction to be taken.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose of the GDS may be confusing for the public, as it is not very specific. Its assessment of beneficiaries and vision is lacking, and there is only a small amount of information about review. The explanation of strategic outcomes is not clear, and the GDS seems to be more retrospective than forward-looking.

IV The radar chart

[GDS116]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	6	124
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	1/4	102
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	3.5/8	116
2 Capabilities and Resources What are the internal strengths and weaknesses?	2.5	130
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	0/4	133
2.3 Does it identify current and future resources (e.g. financial)?	0.5/4	53
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	6.5	123
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	2/4	96
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	3	123
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	2/4	105
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	4	76
5.1 Does it identify who is responsible for implementing the GDS?	3/4	41
5.2 Does it identify who will report on its progress?	0.5/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0.5/4	69
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	6	94
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	4/4	1
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	28/96	132

I Rank

Geodetic Physical Infrastructure Strategy

This Government Department Strategy [GDS019]

133
out of 136

Department

Land Information New Zealand

5

out of 5 in this department

Sector

Primary Industries Sector

25

out of 25 in this sector

II About the strategy

Date published **2012 September**

Signed by a minister **Not signed**

Duration **60 months**

Number of pages **8**

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to ensure that the National Geodetic Office invests geodetic resources where they will provide the maximum economic benefit for New Zealand, over the next five years.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

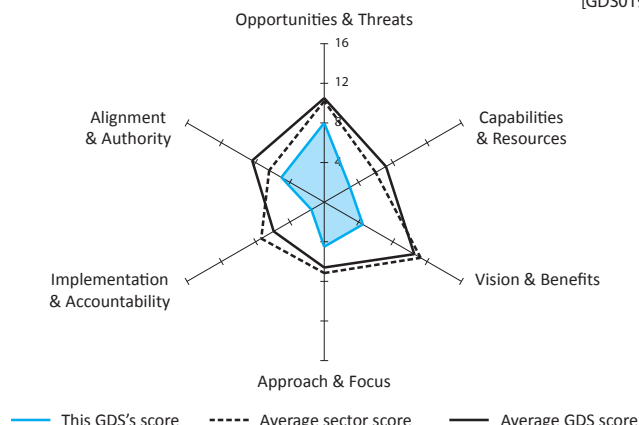
The key points of the issue are briefly explained, and the strategic context is described well. There are plenty of specific details as to how the outcomes sought will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are not well explained, and there is not enough context to give meaning to the content provided. Further, the GDS uses technical language that may be difficult to understand. There is no mention of review processes.

IV The radar chart

[GDS019]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	8	108
1.1 Does it identify opportunities going forward?	1/4	120
1.2 Does it identify threats going forward?	3/4	55
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	4/8	103
2 Capabilities and Resources What are the internal strengths and weaknesses?	3	126
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	2/4	101
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	1/4	101
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	4.5	135
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	3.5/8	111
3.2 Does it identify who the beneficiaries are and how they will benefit?	0/4	136
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	4.5	106
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	3/4	68
4.2 Does it identify a range of strategic approaches to solve the problem?	0.5/4	90
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	1.5	124
5.1 Does it identify who is responsible for implementing the GDS?	1.5/4	110
5.2 Does it identify who will report on its progress?	0/4	111
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	5	104
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	1/4	100
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	2/4	40
6.4 Does it align with its department's annual report?	2/4	60
Total	26.5/96	133

I Rank

Science Counts! The Department of Conservation's Strategic Science and Research Priorities 2011–2016

This Government Department Strategy [GDS006]

134
out of 136

Department
Department of Conservation

5

out of 5 in this department

Sector
Environment Sector

15

out of 15 in this sector

II About the strategy

Date published	2011
Signed by a minister	No
Duration	60 months
Number of pages	4

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach taken is to set out the national science priority actions and programmes in order to inform stakeholders of the future directions of DOC's science research.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

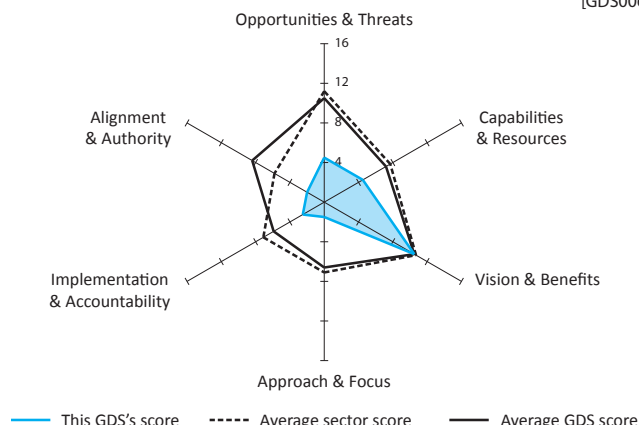
The key points of issues are explained succinctly, and the time frame is set out very well. There is no explicit vision in this GDS however. The strategic outcomes have no measures of success tied to them nor timing or lead agency details. The implementation plan thus is very weak due to its lack of detail.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear; however, the detail on the strategic outcomes is rather weak and would not provide adequate information for a reader new to this issue. Its main failing for the public is that there is no discussion of review at all.

IV The radar chart

[GDS006]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	4.5	132
1.1 Does it identify opportunities going forward?	2/4	84
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2.5/8	125
2 Capabilities and Resources What are the internal strengths and weaknesses?	4.5	102
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	0.5/4	133
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	4/4	1
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	10.5	68
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	4/8	100
3.2 Does it identify who the beneficiaries are and how they will benefit?	5/4	1
3.3 Does it describe how success will be measured and over what time frame?	1.5/4	94
4 Approach and Focus What choices and trade-offs have been made?	1.5	132
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1/4	125
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0.5/4	118
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2.5	111
5.1 Does it identify who is responsible for implementing the GDS?	2.5/4	79
5.2 Does it identify who will report on its progress?	0/4	100
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	2	128
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	2/4	77
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	25.5/96	134

I Rank

National Health Emergency Plan: H5N1 Pre-Pandemic Vaccine Usage Policy (Revised 2013)

This Government Department Strategy [GDS107]

135
out of 136

Department
Ministry of Health

28
out of 29 in this department

Sector
Health Sector

28
out of 29 in this sector

II About the strategy

Date published	2013 December
Signed by a minister	Not signed
Duration	NK
Number of pages	22

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to detail the distribution process of the H5N1 vaccine by highlighting the bodies that would carry out the distribution (DHBs and the Defence Force) and their roles in this process.

Read more about the GDS's vision on page 2.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

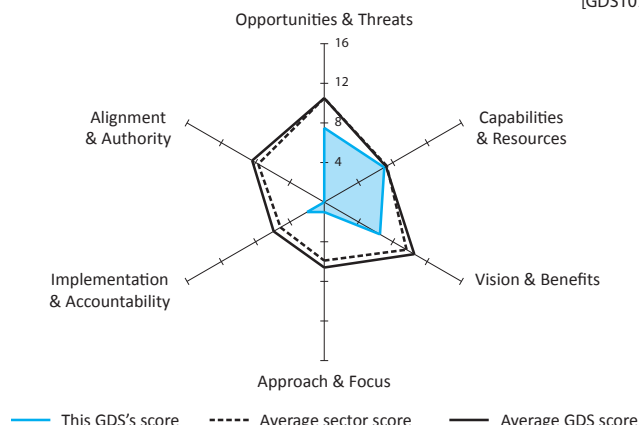
The key points of the issue are sufficiently explained; however, a public servant may seek more information on the time frames of the hypothetical distribution process. The GDS is lacking information on how the outcomes will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose is clear, although the GDS is technical and acts more as an outline. The strategic outcomes are less understandable due to the nature of the GDS, and there is no provision for review.

IV The radar chart

[GDS107]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	7.5	112
1.1 Does it identify opportunities going forward?	1.5/4	106
1.2 Does it identify threats going forward?	4/4	1
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	2/8	127
2 Capabilities and Resources What are the internal strengths and weaknesses?	7	60
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	3/4	40
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	1/4	38
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0/4	90
3 Vision and Benefits What is the purpose?	6.5	123
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	2.5/8	130
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	1	134
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	1/4	125
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	0/4	121
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	2	119
5.1 Does it identify who is responsible for implementing the GDS?	2/4	92
5.2 Does it identify who will report on its progress?	0/4	130
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	0	134
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	0/4	86
6.3 Does it align with its department's 4YP?	0/4	82
6.4 Does it align with its department's annual report?	0/4	106
Total	24/96	135

I Rank

Care Closer to Home

This Government Department Strategy [GDS109]

136
out of 136

Department
Ministry of Health

29

out of 29 in this department

Sector
Health Sector

29

out of 29 in this sector

II About the strategy

Date published	2014 February
Signed by a minister	Not signed
Duration	NK
Number of pages	21

The approach: How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)?

The approach is to showcase many real life examples of how the prioritisation of health care in the home will affect New Zealanders' lives.

Read more about the GDS's vision on page 1.
Is the strategy illustrated? No.

III Assessing stakeholder usefulness

If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?

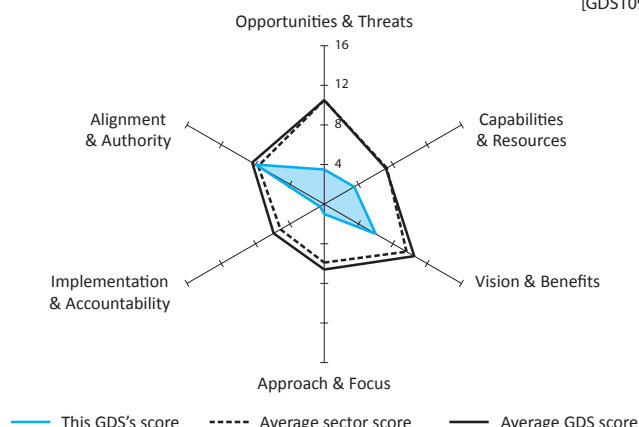
They key points of the issue are vague, and there is no information provided as to what the exact outcomes sought are. There is no practical information detailing how the strategic outcomes will be achieved.

If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?

The overall purpose and strategic outcomes are not clear in this GDS. It contains minimal concrete information of use to the public, and there is no discussion of review.

IV The radar chart

[GDS109]



V The scorecard

Elements 1–6	Score	Rank/136
1 Opportunities and Threats What is the external environment?	3.5	135
1.1 Does it identify opportunities going forward?	2.5/4	63
1.2 Does it identify threats going forward?	0/4	126
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	1/8	134
2 Capabilities and Resources What are the internal strengths and weaknesses?	3.5	121
2.1 Does it identify current and future capabilities (e.g. skills, partnerships/relationships)?	0/4	135
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?	3/4	33
2.3 Does it identify current and future resources (e.g. financial)?	0/4	84
2.4 Does it identify what resources it does not have and needs to acquire or work around?	0.5/4	64
3 Vision and Benefits What is the purpose?	6	127
3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?	2/8	132
3.2 Does it identify who the beneficiaries are and how they will benefit?	3/4	45
3.3 Does it describe how success will be measured and over what time frame?	1/4	109
4 Approach and Focus What choices and trade-offs have been made?	1	134
4.1 Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	0/4	133
4.2 Does it identify a range of strategic approaches to solve the problem?	0/4	114
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	1/4	87
4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	0/4	50
5 Implementation and Accountability Who is responsible for what?	0.5	135
5.1 Does it identify who is responsible for implementing the GDS?	0.5/4	133
5.2 Does it identify who will report on its progress?	0/4	132
5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	0/4	93
5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	0/4	42
6 Alignment and Authority How does it align with the machinery of government?	8	64
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?	0/4	124
6.2 Does it align with its department's SOI?	2/4	54
6.3 Does it align with its department's 4YP?	4/4	1
6.4 Does it align with its department's annual report?	2/4	60
Total	22.5/96	136



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