Government Department Strategies Index Handbook He Puna Rautaki

as at 31 December 2024

McGUINNESS INSTITUTE
TE HONONGA WAKA

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Policy needs to be detailed, comprehensive and coordinated to be successful – how you describe it politically is a separate matter.

— Jamie Dimon, Chairman and Chief Executive Officer of JPMorganChase,
Chairman and CEO Letter to Shareholders: Annual Report 2024 (2025) (p.20)

We've got no money, so we've got to think.

— Ernest Rutherford, New Zealand physicist

We need to be on our guard against both those who make over-confident claims, and at the other extreme, deliberately try to sow misunderstanding by unduly exaggerating uncertainty. We should expect trustworthy communication, in which conclusions are drawn with humility and uncertainty and are proclaimed with confidence and empathy … We cannot avoid uncertainty. So we need to embrace it, be humbled by it, and even try to enjoy it.

— David Spiegelhalter, *The Art of Uncertainty* (2024) (p.428)

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

— Iain Rennie, State Services Commissioner (2008–2016).
Currently Chief Executive of and Secretary to the Treasury (2024–).
Getting to Great: your map to navigating the straits of internal leadership (2014) (p.i)

To understand the right way to get a project done quickly, it's useful to think of a project as being divided into two phases. This is a simplification, but it works: first, planning; second, delivery. The terminology varies by industry—in movies, it's 'development and production'; in architecture, 'design and construction'—but the basic idea is the same everywhere: Think first, then do.

— Bent Flyvbjerg and Dan Gardner,
How Big Things Get Done (2023) (p.17)

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Preface

In terms of improving the status quo, the Institute's GDS Index is a failure. We had hoped department chief executives would work together to provide a public register of operational and archived government department strategies (GDSs). However, we have not been able to get traction on this idea, or even acknowledgement that this is important work for Ministers to oversee, and department chief executives to execute.

Effective strategy helps government departments solve challenging problems, which is why GDSs are such important instruments for managing the long-term interests of New Zealanders. Despite this, there is no designated government institution that regularly reviews GDS content and that the public can engage with to discuss the content of a GDS or complain about a department failing to consult with stakeholders. There is no central register that collates all GDSs on a single platform, which would enable strategies to be viewed together, allowing interested parties to identify where repetition or synergies exist or where there are strategic gaps/conflicts. There are no set criteria for how a GDS should be written and what it should include. As a result, this important policy instrument has few feedback loops, little transparency and minimal accountability. This is surprising for five reasons:

1. GDSs are expensive to generate, often requiring external expertise and public consultation.
2. GDSs drive change over long periods, often spanning successive governments.
3. GDSs are public documents. Not only do they provide a window into the workings of government, but they build on the thinking of the public through public engagement. The GDS drafting process is an opportunity to crowd-source ideas, generate consensus and collaborate with the wider community (including businesses, philanthropists and local authorities).
4. GDSs are critical instruments able to bring about change. They track and describe the means to desired ends. However, if there is no due diligence as to their content, structure and review, they may operate as blunt instruments – delivering more harm than good to the public by using valuable resources but failing to deliver any tangible outcomes.
5. During times of rapid change, traditional governance models come under pressure. Anticipatory governance is an emerging tool that integrates foresight and strategy. Government needs to not only respond to present challenges but anticipate and shape future possibilities. GDSs, if managed well, are a key part of the solution.

The purpose of the *2024 Government Department Strategies Index Handbook – He Puna Rautaki* (the *Handbook*) is twofold. First, it aims to help departments, and government more generally, develop an integrated and streamlined approach to strategy documents (e.g. removing repetition, unclear language and misalignment within and between departments), and ultimately increase the usability and transparency of these documents for the public.

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

As a GDS is designed to manage significant issues of the day, a list of GDSs since 1994 provides a historical map of emerging and ongoing issues (see List B on p.259). This history is often lost due to the processes of government. Once a GDS is no longer operational, it tends to be removed from the department's website, so lessons may not be learned and insights not gained.

The *Handbook's* name in te reo Māori, *He Puna Rautaki*, means the spring of profound strategic thinking. This seems incredibly appropriate given the *Handbook* assesses whether sufficient information is available in GDSs for readers to make a judgement on the quality of the strategies. It does not, itself, judge the quality of strategies.

Thank you to everyone that helped with this year's index, including the many officials who answered our Official Information Act requests. A soft copy of the *2024 Handbook*, *Working Paper 2025/01 – Methodology for the 2024 Government Department Strategies Index* (the *2024 Methodology*) and *Working Paper 2025/02 – Analysis of Climate Change in Government Department Strategies as at 31 December 2024* can be found on our website, alongside an interactive table and a downloadable spreadsheet of all 195 GDSs (and PDFs of the GDSs).

Wendy McGuinness
Chief Executive

Welcome to the *2024 GDS Index*

Introduction

The GDS Index contains a detailed analysis of each department's strategies. Together, the 195 GDSs in operation as at 31 December 2024 highlight key aspects of the government's policy direction and priorities. Other policy instruments exist, but GDSs are significant. Although some GDSs are required by law, most are the result of a specific instruction from a Minister of the Crown or are instigated by chief executives (generally to fulfil their role as set out in law and in their employment contracts).

Importantly, GDSs cost a great deal of money. As illustrated in the strategy pyramid in Figure 1, when purpose (mission, values and vision), strategy (strategic intent, drivers and enablers) and execution (targets and initiatives, performance indicators and strategy map) are clear, targeted and aligned, they are highly likely to deliver value for money.

Hence, strategy is the bridge between purpose and execution. A strategy without a clear purpose or method of execution cannot be easily assessed, tested, monitored or refreshed. If GDSs lack regular oversight, particularly during times of uncertainty, they risk becoming irrelevant and therefore a waste of money. However, the biggest cost to society is the missed opportunity to design and implement a strategy that delivers significant outcomes and creates strong building blocks for the future.

Decisions to create/add or decommission/archive GDSs should reflect changes in the goals and ambitions of the Government of the day and reflect emerging challenges and opportunities (e.g. AI, space exploration, bullying on social media, fentanyl, security, diabetes, access to critical materials and rare earths, etc.). The case study on preventing diabetes in young people (see overleaf) illustrates why GDSs require a high level of proactive stewardship.

The GDS Index acts as a window for the public to look through to understand the workings of government and decisions of Ministers and chief executives. Citizens need to be able to:

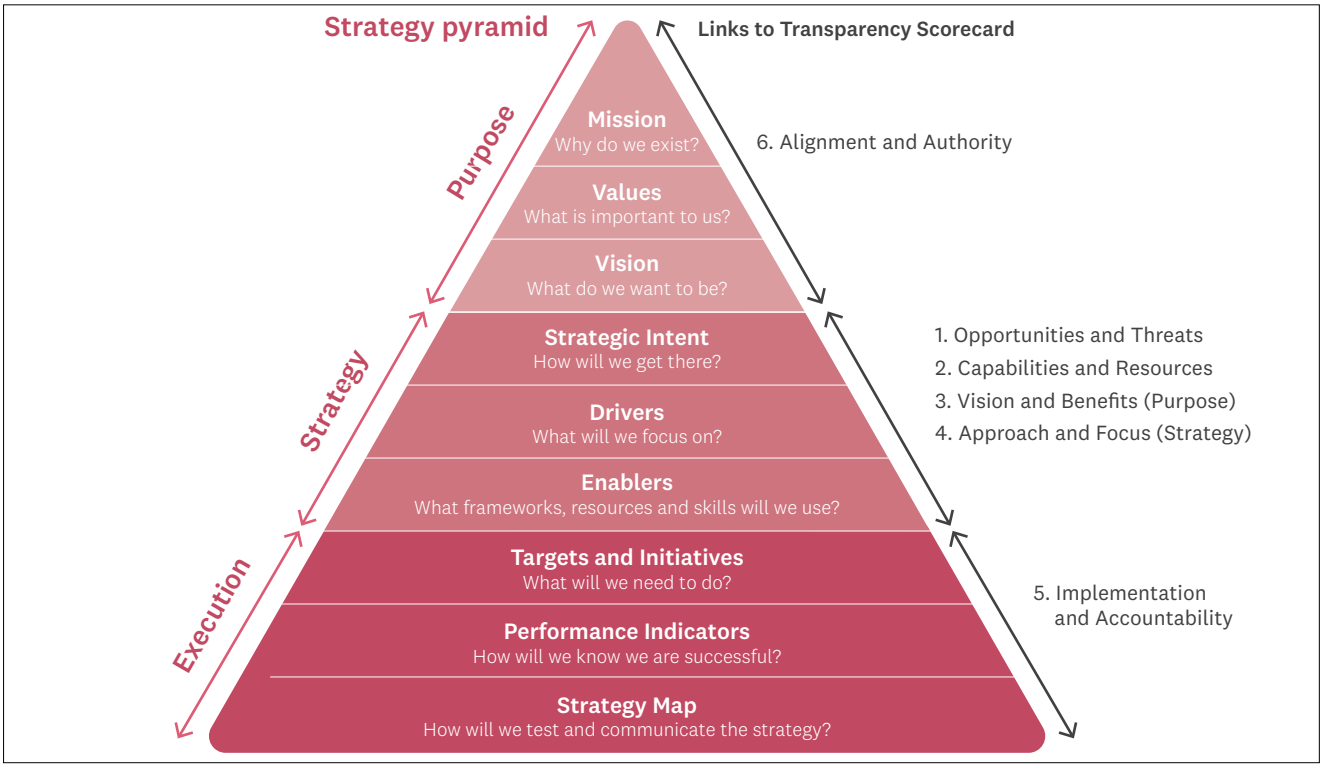
- find GDSs
- understand them
- know who is responsible for them
- monitor their progress
- suggest changes to them, and
- lobby for the creation of new strategies.

If we want a stable and progressive democracy, it's critically important that government policies and practices are easy to access and engage with.

So that the Institute could deliver the *2024 GDS Index* in a timely manner, we asked departments to advise what strategies were added or archived in 2024 (rather than undertaking our own preliminary research). This enabled the Index to be published in April 2025.

Figure 1: The link between the Institute's strategy pyramid and the Transparency Scorecard

Source: Adapted from McGuinness Institute (2012)[8]



Key changes in 2024

Two new departments were established in 2024: the Ministry for Regulation (MFR) and the Social Investment Agency (SIA). They are among the seven departments that did not publish GDSs, and will be departments to watch in future indexes. The Ministry of Disabled People (MDP) was also a new department in the *2024 GDS Index*. Although established in 2022, it was not added to Schedule 2, Part 1 of the Public Service Act 2020 until December 2024. Four GDSs were transferred to MDP in 2024, three from MSD and one from MOH.

Who is responsible for GDSs?

Put simply, Ministers direct policy; chief executives execute policy; and the Public Service Commissioner ensures the five public service principles stated in the Public Service Act 2020 are upheld.

Ministerial responsibility for policy direction is set out in Chapter 2: Ministers of the Crown: Appointment, Role, and Conduct of the *2023 Cabinet Manual*. The manual states:

> **Role and powers of Ministers**
>
> 2.22 Collectively, Ministers **direct the executive branch of government**. Ministers:
>
> (c) take significant decisions and **determine government policy collectively**, through the Cabinet decision-making process;
>
> (e) determine both the **policy direction and the priorities for their departments**;
>
> (g) are supported by and (to varying degrees, depending on the nature of the entities concerned) **direct officials in the public sector** (see chapter 3);
>
> (h) are members of Parliament (see section 6(1) of the Constitution Act 1986) and are **accountable** to the House **for their policies, their own performance, public spending, and the performance of entities within their portfolios**; and
>
> (i) have a political role in maintaining government stability, which includes **maintaining close working relationships with other parties as issues arise**. [bold added][1]

The general responsibilities of the Public Service Commissioner and of chief executives are set out in s 11 and s 12(1) of the Public Service Act 2020. The purpose in s 11 states:

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

The public service principles are: politically neutral, free and frank advice, merit-based appointments, open government, and stewardship. Stewardship, in particular, is highly relevant to the GDS Index:

> **Stewardship**
>
> (e) to proactively promote stewardship of the public service, including of—
>
> (i) its long-term capability and its people; and
>
> (ii) its institutional knowledge and information; and
>
> **(iii) its systems and processes; and**
>
> (iv) its assets; and
>
> (v) the legislation administered by agencies. [bold added][2]

Although s 12(2) of the Act states that public service chief executives are responsible for 'upholding the public service principles when carrying out their responsibilities and functions', it also makes clear, in s 12(5), that chief executives 'are responsible only to the Commissioner for carrying out the responsibility to uphold the public service principles'. Given this, many of our recommendations, listed on p.12, are directed towards the Public Service Commissioner.

Why is stewardship important?

SMART is used as an acronym to establish criteria for setting effective objectives by making them Specific, Measurable, Achievable, Relevant and Time-Bound. This basic blueprint is missing in the majority of GDSs.

The section '*2024 GDS Index*: By strategy' (p.16) highlights the scale of the problem. Overall, the departmental system for managing GDSs is largely nonexistent and needs an overhaul: titles need updating to reflect their updated end date (18% have extended their end date but have not clearly stated this); publication dates and authorising signatures or names need to be included (37% were not signed); and collaboration should be improved (14% were jointly held by more than one department). Better stewardship would mean topics are regularly reviewed to identify a hierarchy of GDSs and whether there are key gaps or repetition. The GDSs in operation should also be regularly revisited to ensure the strategy is up to date and remains appropriate given emerging challenges and opportunities.

To summarise, the Institute considers that Ministers of the Crown should work harder to utilise GDSs as a tool to implement and respond to change, and that public sector officials should work together to engage the public; invite feedback; refine and refresh strategy documents; and report on progress.

Case study: Preventing diabetes in young people

Developing a well-informed and targeted strategy to prevent diabetes in young people is likely not only to result in healthier children who are better able to attend school, partake in sports and develop stronger social connections, but also to lower medical costs over their adult years (delivering up to 80 years of cost savings). This thinking comes from adopting the actuarial approach to social investment.[3]

There is clear evidence that a strategy to reduce diabetes is both urgent and important – and that a targeted strategy is possible. For example, a recent report from Aotearoa New Zealand's Public Health Advisory Committee made several recommendations to prevent diabetes in young New Zealanders. These included: community-based initiatives that improve access to nutritious, locally produced food; implementing fiscal policies such as a sugary drinks tax; and restricting unhealthy food marketing to children.[4]

However, strategy documents on this topic are non-existent. The closest strategy is *Living Well with Diabetes: 2015–2020*, which does not deal with prevention. The title indicates it came to an end in 2020; however, we learned through an OIA that it was extended as 'the goals and objectives of the strategy remain relevant', but no time limit was provided. Hence, in the *2023 GDS Index* its duration was listed as not known.[5]

Many other departments also hold GDSs that have extended their end date. See list in Appendix 9 of the *2024 Methodology*.[6]

Below we set out the findings of the *2024 GDS Index*, followed by our ten recommendations for Ministers and officials.

Key findings

A: Analysing additions and archived GDSs

It is important to assess the extent to which the 29 new GDSs reflect the overarching goals of the Government of the day. The Government's overarching goals for its term of office are to:

(i) Build a **stronger, more productive economy** that lifts real incomes and increases opportunities for New Zealanders.

(ii) Deliver **more efficient, effective and responsive public services** to all who need and use them – in particular, to restore law and order and improve health outcomes and educational achievement.

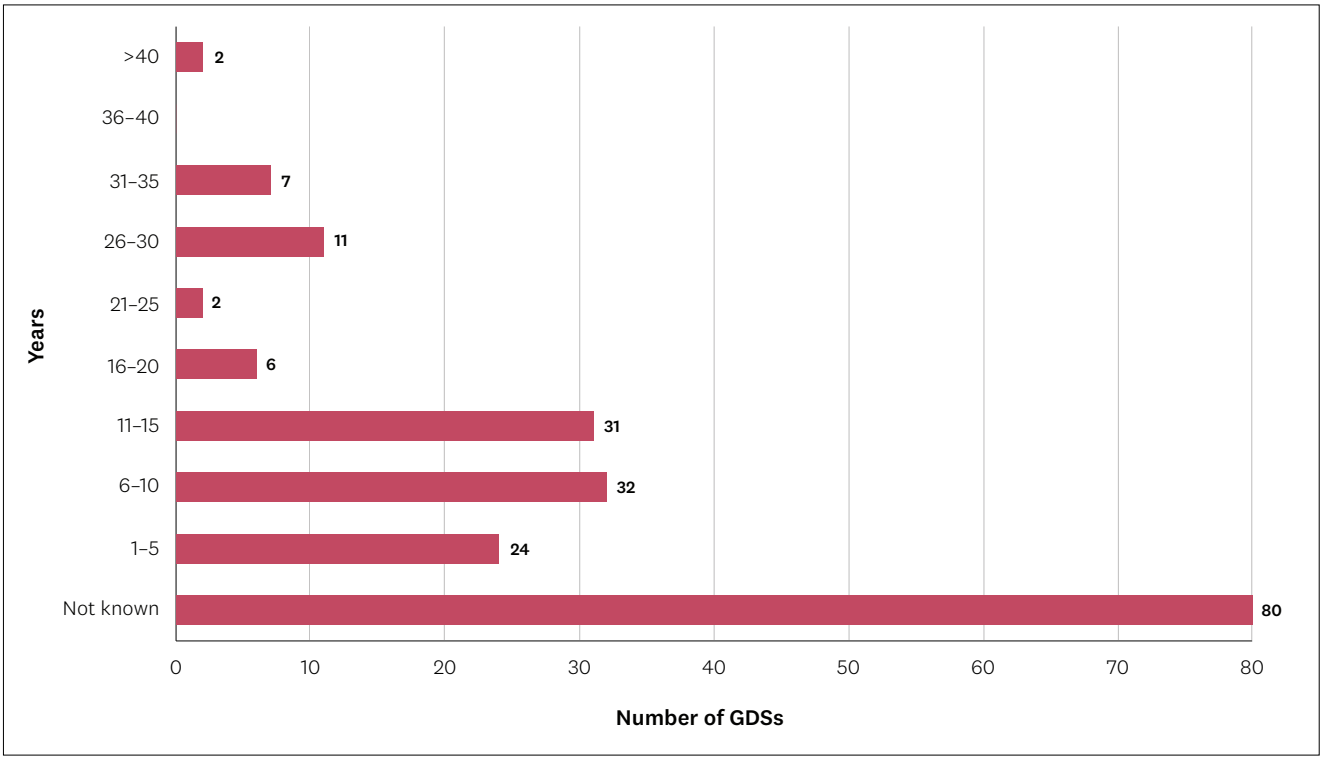
(iii) Get the Government's books back in order and **restore discipline to public spending**.[7]

(i) 'Stronger, more productive economy'

Five of the new strategies in the *2024 GDS Index* can be categorised as intending to drive economic growth. These are:

1. [GDS04–08] *Regional Deals Strategic Framework*: 'Central and local government have powerful tools and mechanisms at their disposal to meet these challenges, unlock economic growth and boost productivity …'

Figure 2: Strategy horizons adopted by authors of operational GDSs [195]



2. [GDS16–13] *Employment Action Plan*: 'This Employment Action Plan sets out the challenges and trends in New Zealand's labour market, the Government's vision to support people into work and lift economic outcomes …'
3. [GDS16–14] *Major Events Strategy*: 'By securing economic benefits from the major events we invest in, we will help to build a stronger, more productive economy and support investment and exports.'
4. [GDS16–16] *Space and Advanced Aviation Strategy 2024–2030*: 'This strategy will support the growth and development of New Zealand's space and advanced aviation sectors, contributing to enhanced productivity and a growing economy.'
5. [GDS26–04] *Government Policy Statement on Land Transport 2024/25–2033/34*: 'This GPS reintroduces a focus on increasing economic growth and productivity as a priority for land transport expenditure. Including economic growth and productivity as the overarching strategic priority in this GPS will help to ensure we meet our full potential as a nation.'

(ii) 'More efficient, effective and responsive public services'

Arguably, we found only one relevant strategy: [GDS19–14] *Approach to Improving Attendance in Schools*: 'This policy supports the government's commitment to increase attendance in schools. It also supports commitments in the coalition agreement … which states that parties will "prioritise reporting and enforcement action to reduce truancy" …'

(iii) 'Restore discipline to public spending'

No obviously related strategies were found.

Note: 64 GDSs were archived in the Index. This includes 13 that no longer met the GDS criteria. Of these, 11
were transferred from a department to a Crown agency (MOH to Health NZ) and two were archived (MFE advised that one was a draft and MOE advised the other was a guide for early learning educators, and not a strategy).

B: Analysing all 195 GDSs in operation

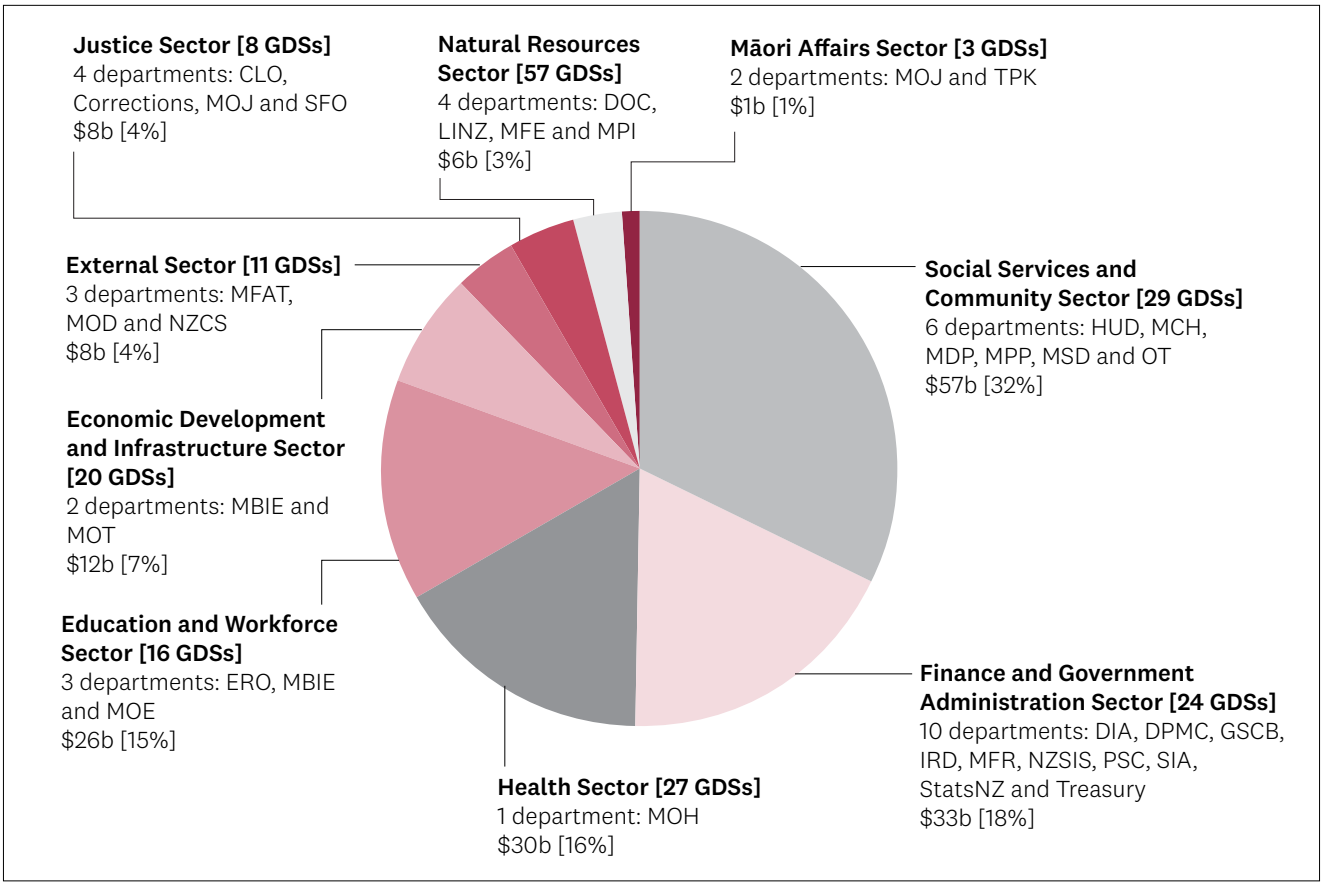
Key observations from preparing the *2024 GDS Index* are as follows:

By sector

1. Four sectors' GDS profiles changed significantly over the past 12 months (see Figures 3 and 4).

   Firstly, the Health Sector archived five GDSs and transferred 14. Of the 14, 11 were transferred to Health NZ, two to MDP and one to MSD (the last three GDSs relate to the Social Services and Community Sector). MSD decided to archive the

Figure 3: Analysis of GDSs by Sector for the 2024 Budget



GDS *Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy* (2018). This means 19 Health Sector GDSs in total were removed from the index, while only two GDSs were added (See note in Figure 4).

Secondly, the Economic Development and Infrastructure Sector and the Natural Resources Sector archived 14 and nine GDSs respectively (largely due to MPI and MBIE archiving five GDSs each), and each added eight GDSs. Most of those archived related directly or indirectly to climate change matters, e.g. biosecurity, scientific research, transition to a low-emissions economy, the nationally determined contribution (NDC) strategy and charging electric vehicles (see the full list of archived GDSs in List B, pp.259–277).

Thirdly, the Social Services and Community Sector archived 11 GDSs (see List B, pp.259–277). MPP informed the Institute that all employment action plans for specific populations (e.g. disabled people, women, Pacific peoples) had been replaced with one overarching employment action plan across all populations, held by MBIE. This accounts for five of the 11 archived GDSs. Another three relate to housing.

In addition, there were four additions to the Social Services and Community Sector: one GDS (which related to disabled people) was transferred from MOH; two were updates of existing strategies; and one was a strategy published in 2021 that had not been incorporated into previous GDS Indexes. As these new GDSs are not addressing any new topics and are outnumbered by the archived GDSs, it would seem that this sector has a reduced role within the new government.

The other five sectors remain relatively unchanged. Hence, as illustrated in Figure 5, we have seen the first annual drop in GDS numbers.

2. The Natural Resources Sector had the largest number of GDSs (57). Interestingly, this sector had one of the smallest levels of funding ($6b, see Figure 3). In comparison, the Finance and Government Administration Sector received $33b and had 24 GDSs. MOH had the largest number of GDSs out of all departments, with 27 GDSs. It is the only government department in the Health Sector, and received almost $30b in appropriations.

By department

3. There is a notable decrease in collaboration between departments (only 27 GDSs were jointly held in the *2024 GDS Index* compared with 37 in the *2023 GDS Index*). This suggests there is less cooperation between government departments.
4. The department with the highest average GDS score (see the Transparency Scorecard, Figure 6) was MOJ (though they only had one GDS). The score was 80 out of a possible 96. At the lower end, 14 departments had an average transparency score of 50 or less. See Figure 7.

By strategy

5. The strategy with the highest score was [GDS14–05] *Aotearoa New Zealand's First Emissions Reduction Plan* with 90. Only 6% of all operational GDSs (11 of the 195) attained a total score of 80 or above. However, ten GDSs had a score of 20 or less. GDSs continue to fail to focus on core transparency elements: capabilities and resources, implementation and accountability, and alignment and authority (see bar graph at the bottom of p.16).
6. 77 GDSs expire by the end of 2030 and a further 35 have passed their proposed end date but remain operational. Therefore, it is likely that over 100 strategies will need to be reviewed before 2030. This will need to be budgeted for, both in terms of resources and funds.
7. A high proportion of strategies new to the *2021 GDS Index* and the *2023 GDS Index* were archived in 2024 (see List B). Of the GDSs archived in 2024, 52% (33 out of 64) were new to either the *2021 GDS Index* or the *2023 GDS Index* (see List B).

Table 1: GDS Index data sets over time

	Date of GDS Index (as at)	Total GDSs from previous GDS Index	GDSs new to the GDS Index this year	GDSs archived this year	GDSs in operation (See List A for 2024)	GDSs archived (See List B)	Total GDSs since 1 July 1994
2014 GDS Index	30 Jun 2014	290	0	-154	**136**	**154**	290
2015 GDS Index	30 Jun 2015	136	12	-14	**134**	**168**	302
2018 GDS Index	31 Dec 2018	134	111	-97	**148**	**265**	413
2020 GDS Index	31 Dec 2020	148	74	-23	**199**	**288**	487
2021 GDS Index	31 Dec 2021	199	61	-39	**221**	**327**	548
2023 GDS Index	31 Dec 2023	221	88	-79	**230**	**406**	636
2024 GDS Index	31 Dec 2024	230	29	-64	**195**	**470**	665

Note to Table 1
See Table 2.1 in the *2024 Methodology* for notes to this table.

8. There are a diverse range of strategy horizons used across the 195 GDSs (between two and 41 years, the two GDSs with the longest strategy horizons being [GDS04–02] *Archives 2057 Strategy* and [GDS34–02] *He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing*). See Figure 2.

   Excluding the 80 GDSs whose durations are not known, 49% (56 out of 115) of GDSs have a duration of 1–10 years, 32% (37 out of 115) have a duration of 11–20 years, and 19% (22 out of 115) have a duration of 21 years or longer.

   It is generally understood that a strategy with a short duration becomes, in essence, a plan that does not adopt a long view, whereas very long strategies (without regular reviews) can easily lose shape and deliver cost overruns. Bent Flyvbjerg and Dan Gardner, authors of *How Big Things Get Done*, describe strategies that have long horizons as being at risk of falling into a 'Window of Doom' – 'Projects that fail tend to drag on, while those that succeed zip along and finish.' There needs to be a balance.

9. There are a small number of one-page strategies (2% [3 out of 195]), and a few very long strategy documents. The average number of pages is 41. However, from our perspective, it is not about length, but about content – does the document communicate the approach clearly and concisely, in particular, the why, what, and how?

10. 32 GDSs (16%) were discussed in legislation. In the *2023 GDS Index*, the figure was the same, but the percentage was lower (14%); this change in percentage is due to a reduction in the overall number of GDSs. Requiring in law that a strategy be published is clearly a useful mechanism for Parliament to ensure strategies are developed, consulted upon and made public. Last year, we raised the issue of whether such GDSs might come under the governance of MFR. MFR has advised that it does not have a stewardship role for all GDSs, but has an interest, as a consumer, in specific GDSs during its reviews of where regulatory failures might exist. The Institute will raise this governance issue with the Minister for the Public Service and the Minister for Regulation.

11. There is little change in the consideration of climate change in the 195 GDSs in operation (see bottom of p.16). 105 GDSs failed to mention climate change (54%). Of the 90 that did mention climate change, 40 mentioned it in passing (21%), 25 provided a basic response without any specific detail (13%), and only 25 (13%) provided a detailed discussion on its impact and how the GDS will deliver better climate outcomes. This does not bode well for New Zealand.

Recommendations

Given our findings, the Institute puts forward ten recommendations for consideration.

Members of Parliament

1. Ministers, their associates, and spokespeople from political parties not in power (e.g. Labour spokesperson for Education) should all actively engage with GDSs. In particular, Ministers should request from departmental chief executives progress reports on each of the strategies that fit under their portfolio, and seek answers to questions about the extent to which strategies are reviewed, whether strategic gaps exist (e.g. no GDS exists on diabetes prevention for under-16-year-olds); whether there is repetition across strategies; and how the execution of the strategy could be improved through collaboration between departments and others.
2. Members of Parliament should consider making key strategies a requirement in law and table them in the House. Futhermore, a review clause should be included in law to guarantee stewardship of strategies over the long term (say every five years).

Public Service Commissioner

3. A review should be undertaken of the quality of anticipatory governance across the public service in order to strengthen strategy development and execution.
4. A guide should be developed on how to prepare a GDS.
5. Topics of the GDSs in operation should be reviewed to determine whether collaboration opportunities, strategic gaps or repetition exist.
6. A public register of GDSs should be published by the Public Service Commission (along the lines of the Companies Register).
7. An annual review of GDSs should be published by the Public Service Commission and tabled in the House.
8. All new GDSs in development should be required to consider climate change and to identify first, second and third level impacts.

Chief executives of government departments

9. GDSs with end dates that have already passed should be reviewed and updated with new expiry dates.
10. All departments should be required in their annual report to publish a list of GDSs in operation and a list of GDSs archived or transferred (with the name of the organisation transferred to) in the last 12 months.

2024 GDS Index: By sector

Figure 4: Change in GDSs between 31 December 2023 and 31 December 2024

Note: This figure illustrates total additions and deletions of GDSs between sectors but does not show transfers of GDSs between sectors. It includes two GDSs that were transferred from MOH: ([GDS18–01] *Disability Strategy 2016–2026* and [GDS18–02] *Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan*) to Ministry of Disabled People.

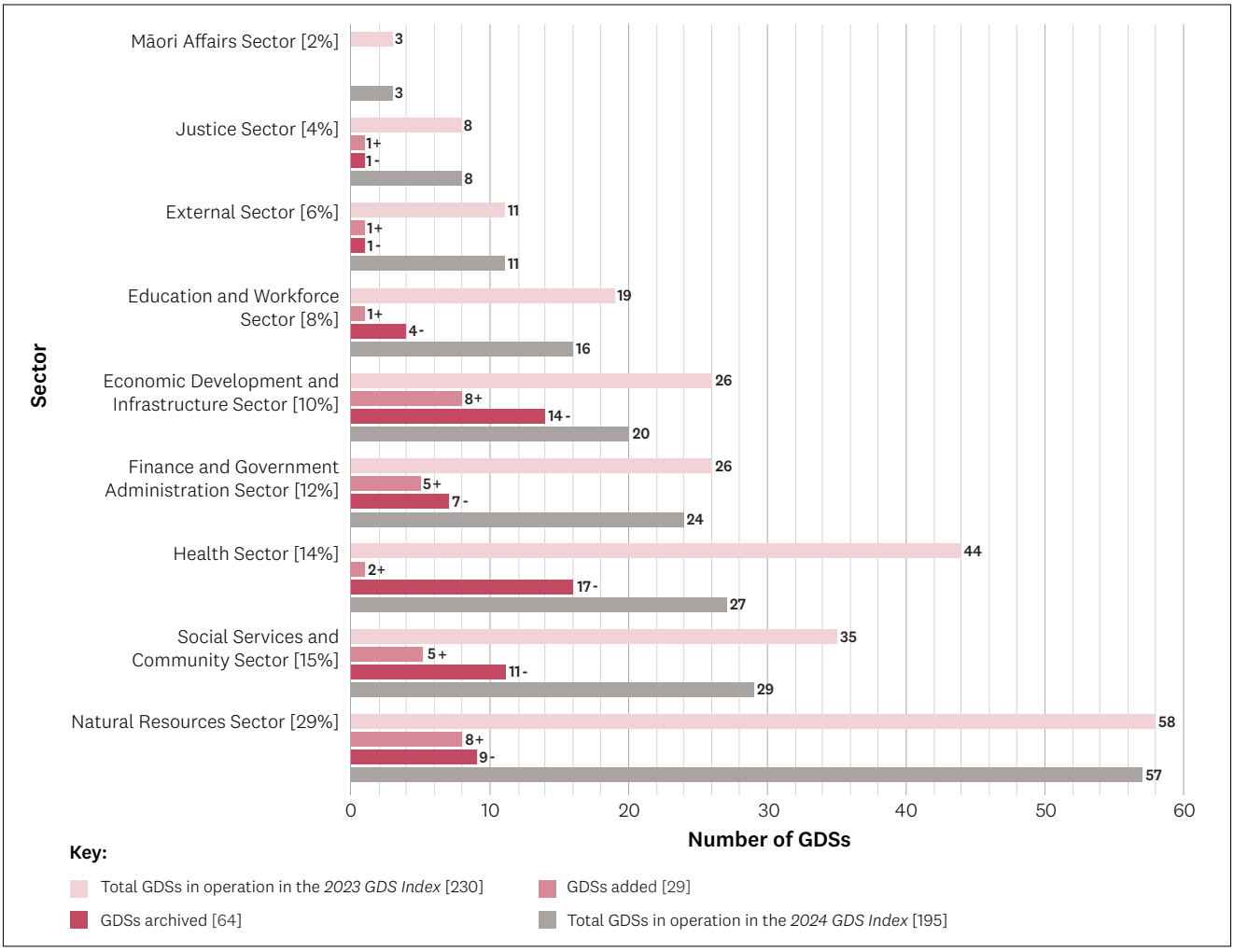


Figure 5: Change in number of operational GDSs in each sector since 2014

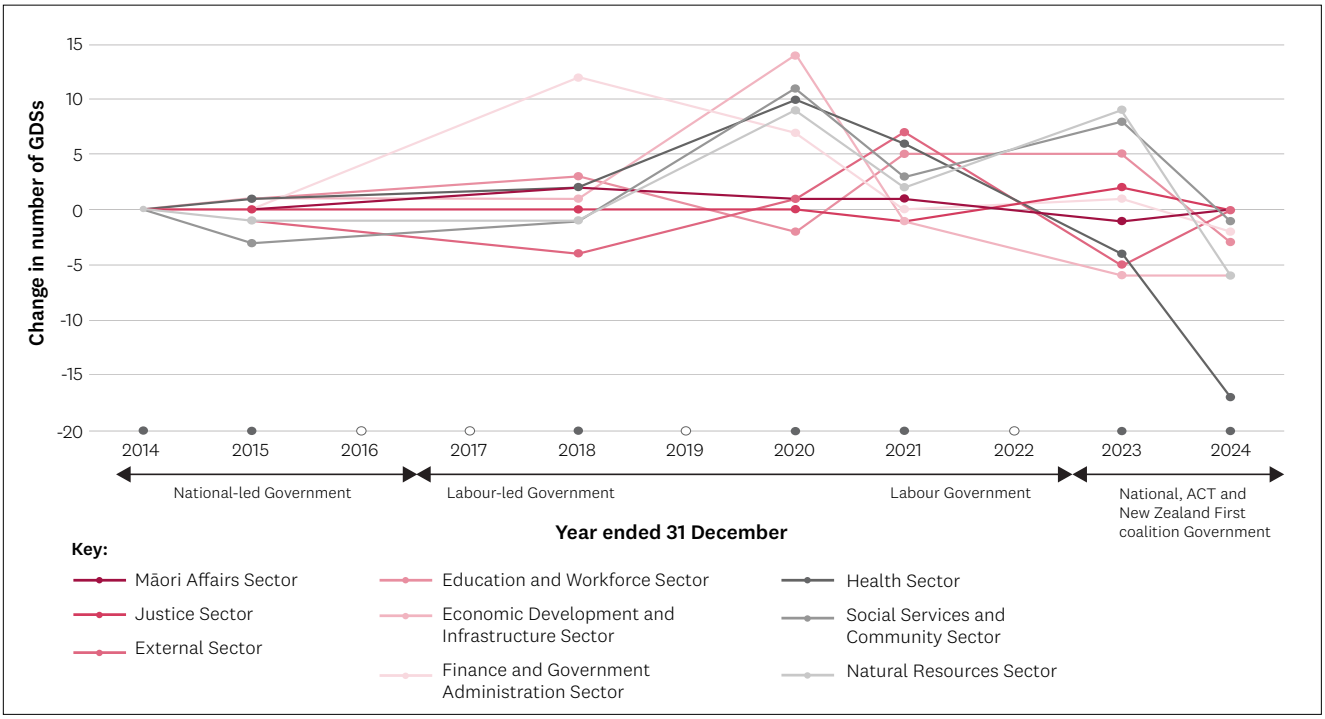
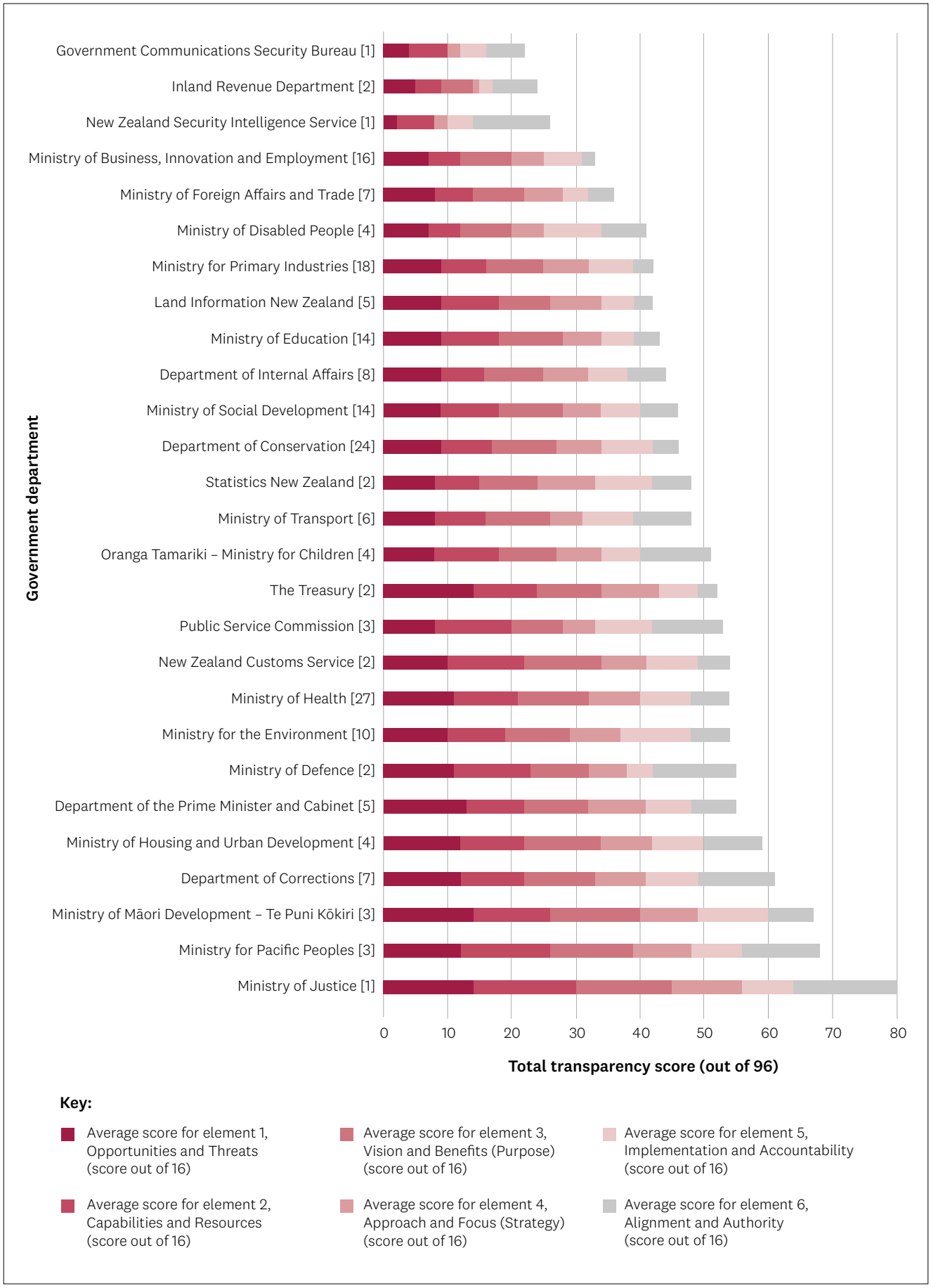


Figure 6: The six elements and 21 sub-elements in the Transparency Scorecard

2024 GDS Index: By department

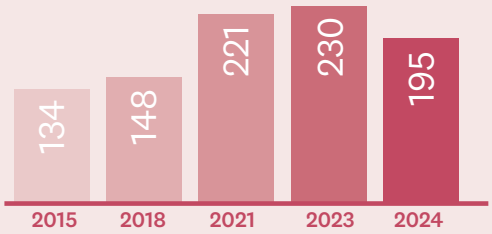
Figure 7: Average transparency score of each department's GDSs by element

Note: Numbers in square brackets are the number of GDSs per department.



2024 GDS Index: By strategy

Data set



195
GDSs were in operation as at 31 December 2024.
In 2023, 230 GDSs were in operation.

101
operational GDSs had strategy maps.
In 2023, 116 GDSs had strategy maps.

665
GDSs have been published since 1994.

361 pages
was the longest: *Aotearoa New Zealand's First Emissions Reduction Plan* (May 2022).
It was also the longest in 2023, with 348 pages before being merged.

41 pages
was the average length of GDSs.

1 page
was the length of 3 GDSs.

14%
of operational GDSs (27 out of 195) were held by one department – MOH.
In 2023, 19% of operational GDSs (44 out of 230) were held by one department – MOH.

25 years
is the age of the oldest GDS: *Karst Management Guidelines: Policies and actions* (May 1999).
It was retrospectively added to the *2023 GDS Index* and was also the oldest GDS in 2023.

55%
(108 out of 195) of GDSs are narrow in scope.

39%
(77 out of 195) of GDSs expire by the end of 2030.

18%
(35 out of 195) of GDSs have passed their end date.

Accountability

16%

of operational GDSs (32 out of 195) have a legal relationship of some form to New Zealand law by either being required to be published (must) or able to be published (may).

37% (72 out of 195) were not signed at all.
In 2023, 37% of operational GDSs (84 out of 230) were not signed at all, meaning no individual name is listed as being responsible for the strategy.

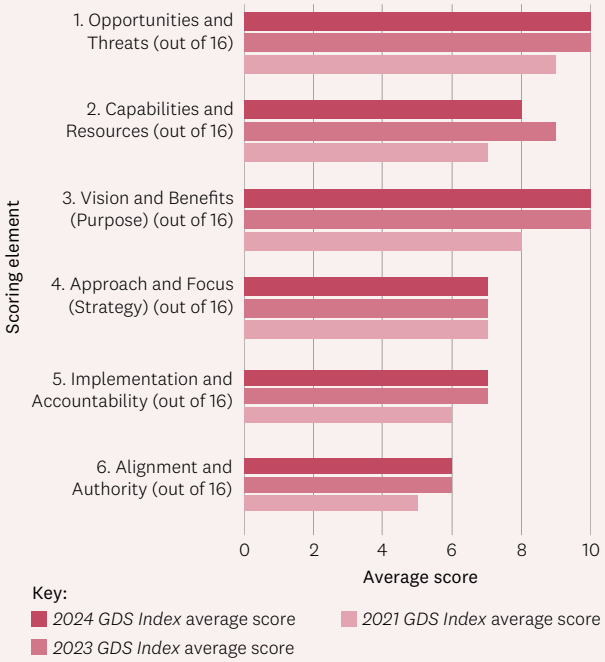
36% (70 out of 195) were signed by the Crown only.
In 2023, 39% of operational GDSs (89 out of 230) were signed by the Crown only.

61% (118 out of 195) of GDSs were not mentioned in the government department's annual report.

14% (27 out of 195) are jointly held.
The department that collaborated the most was DOC (5 times).
In 2023, 37 GDSs were jointly held. The departments that collaborated most were DOC and MPI.

7 departments did not hold any operational GDSs.
They are Crown Law Office, Education Review Office, Ministry for Culture and Heritage, Ministry for Regulation, Ministry for Women, Serious Fraud Office and the Social Investment Agency.
In 2023, 5 departments did not hold any operational GDSs.

GDSs by scoring element

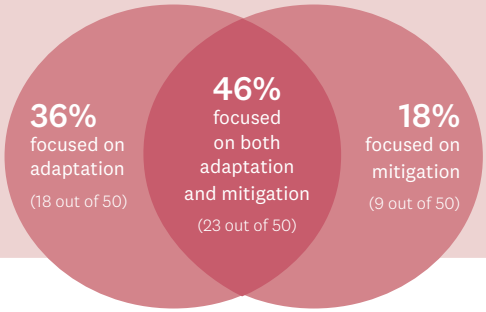


GDSs by mentions of climate

44% (44 out of 99) recently published GDSs (2021 to 2024) did not mention climate change.

54% (105 out of 195) of all operational GDSs did not mention climate change.
In 2023, 54% (129 out of 230) did not mention climate change.

26% (50 out of 195) included a basic or detailed response to climate change.
In 2023, 26% (59 out of 230) included a basic or detailed response to climate change.



Department profiles

How to read the *2024 GDS Index*

Individual department profiles can be found on the following pages. The 195 GDSs are arranged by department and in order of publication date. The order of departments aligns with the order given in Schedule 2 of the Public Service Act 2020. The profiles include key data on each GDS and the scores across the six elements of the Transparency Scorecard. These are further ranked by department, by sector and by all 195 GDSs.

There is one page for each GDS, divided into two columns:

- The left-hand column includes a quote from the GDS on the strategy's purpose, the Institute's understanding of the strategy (as the GDS did not always include a clear statement of the approach being proposed) and other key data specific to the GDS.
- The right-hand column contains the Institute's analysis. This provides the duration of the strategy and the year it ends (if known), the scope of its subject matter (narrow or wide), the extent to which the strategy has considered climate (climate intelligence), and its scores across the six elements of the Transparency Scorecard and consequent ranking by department, sector and all 195 GDSs.

Visit www.mcguinnessinstitute.org/gdsindex for more information on the operational GDSs, to view an interactive table and to download the latest spreadsheet of all key data that has been collected for the *2024 GDS Index*.

The evolution of the GDS Index

The Institute first published a GDS Index in 2014, having developed a Transparency Scorecard for strategy documents, based on the concept of the Institute's 2012 strategy pyramid. Figure 1 (p.7) shows how the strategy pyramid connects to the Institute's Transparency Scorecard. Over the last ten years, the GDS Index has grown to incorporate analysis of strategy maps, climate change and more. Table 1 (p.11) shows the number of GDSs in each data set over time. See Appendix 1 of the *2024 Methodology* for a complete list of GDS publications over the last decade.

The methodology for creating the GDS Index has also evolved considerably over time. The methodology for the *2024 GDS Index* is set out in the *2024 Methodology*. This methodology details the changes made since the *2023 GDS Index* (Section 1.2, pp.5–6); changes to the GDS criteria over time (Appendix 2, pp.36–37); and which method was used to score each of the 195 GDSs currently operational (see right-hand column of Table A9.1, pp.79–93).

01

Crown Law Office – Te Tari Ture o te Karauna

02

Department of Conservation – Te Papa Atawhai

GDS02–01

Karst Management Guidelines: Policies and actions

KARST MANAGEMENT GUIDELINES

Policies and Actions

Purpose

'[T]o help DOC staff to more effectively manage karst and karst-like areas ... Karst usually occurs in limestone and marble, which has been sculpted by natural waters.' (p.3)

Strategy (to achieve the purpose):

The approach is to follow a series of actions grouped into the following categories:

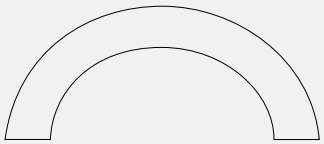
- Overall actions to conserve the karst natural heritage of New Zealand
- Planning the management of protected natural karst areas administered by DOC
- Protection of karst areas from visitor impacts
- Concessions in karst areas
- Non-routine activities in karst areas
- Protection of karst on private land and other public land
- Staff training and capacity. (p.13)

Key data

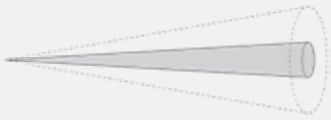
Publication date:	May 1999
Duration:	1999–NK
Number of pages:	28
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

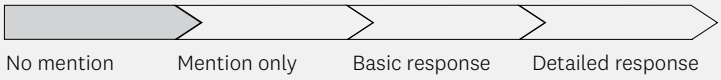
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

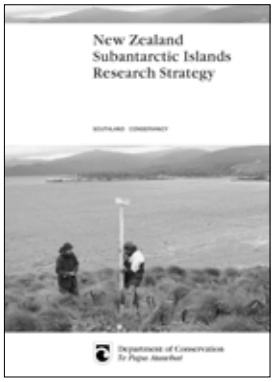
16= out of the 24 GDSs in DOC

36= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS02–02

New Zealand Subantarctic Islands Research Strategy



Purpose

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

Strategy (to achieve the purpose):

The approach is to set guidelines for researchers desiring access to the Subantarctic Islands and to provide a tool for managers to decide on the appropriate research needed for each of the four research themes:

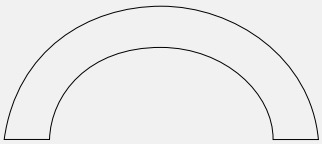
- Natural ecosystems
- Effects of introduced biota
- Human impacts and social interaction
- Abiotic sciences (sciences such as geology which study non-living systems). (pp.18–27)

Key data

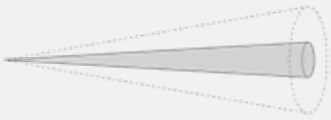
Publication date:	May 2005
Duration:	2005–NK
Number of pages:	39
Signed by:	Department staff (other than CE) (Conservator, Southland Conservancy)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

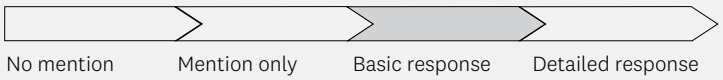
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

138= out of 195 GDSs

18 out of the 24 GDSs in DOC

44 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	0.5	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	3	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		36.5	96

GDS02–03

Mātauranga Whakauka Taiao | Environmental Education for Sustainability

Purpose

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

Strategy (to achieve the purpose):

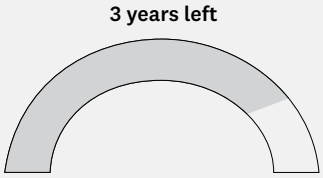
The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand's environment remains healthy and sustainable in the future. (p.7)

Key data

Publication date:	July 2017
Duration:	2017–2027
Number of pages:	36
Signed by:	Crown (Associate Minister of Conservation and Minister for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	MFE
Transferred from:	Not applicable
Strategy map:	Yes, p.15
Legislation:	Not applicable

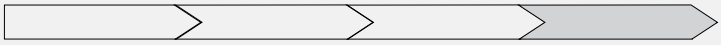
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

16= out of the 24 GDSs in DOC

36= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS02–04

New Zealand Sea Lion/Rāpoka Threat Management Plan

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four workstreams:

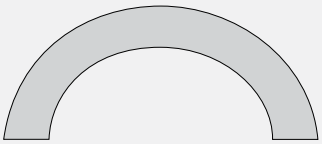
- Engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC)
- Direct mitigation
- Targeted research (such as research to better understand adult female nutritional stress and diet)
- Evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp.15–16)

Key data

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

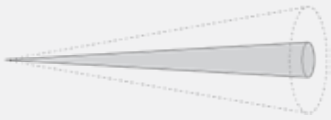
McGuinness Institute analysis

Duration



2017 — 2022 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence

No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

94= out of 195 GDSs

10= out of the 24 GDSs in DOC

23= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		47	96

GDS02–05

National Compliance Strategy

Purpose

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

Strategy (to achieve the purpose):

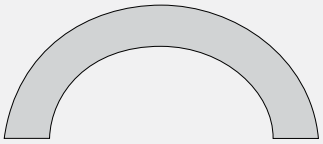
The approach is to identify, deal with and prosecute non-compliance with a set of nine principles, such as transparency and consistency. (pp.5–8)

Key data

Publication date:	August 2017
Duration:	2017–NK (was initially 2020)
Number of pages:	13
Signed by:	CE (Director-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

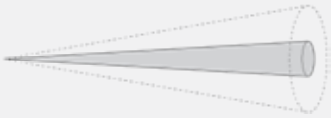
McGuinness Institute analysis

Duration



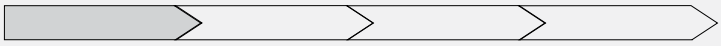
2017 — 2020 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

178= out of 195 GDSs

23 out of the 24 GDSs in DOC

54 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	0.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		24	96

GDS02–06

Kiwi Recovery Plan 2018–2028 | Mahere Whakaora Kiwi 2018–2028

Purpose

'To reach 100 000 kiwi by 2030 through:

- *Growing all kiwi species by at least 2% per year,*
- *Restoring their former distribution and*
- *Maintaining their genetic diversity.'* (p.17)

Strategy (to achieve the purpose):

The approach is to implement a number of objectives and actions that fall under a series of topics within four high-level themes:

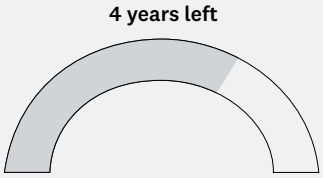
- Management
- Research and innovation
- Engaging people with kiwi and their recovery, and
- Growing and sustaining the kiwi conservation effort. (p.18)

Key data

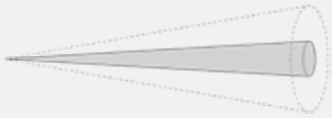
Publication date:	November 2018
Duration:	2018–2028
Number of pages:	64
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

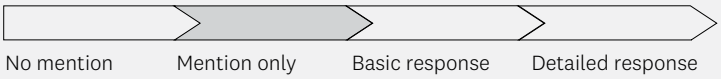
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

15 out of 195 GDSs

2 out of the 24 GDSs in DOC

4 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		75	96

New Zealand-Aotearoa Government Tourism Strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to use government-led initiatives to support 17 specific workstreams across five outcomes:

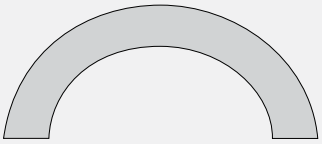
- The economy
- The environment
- International and domestic visitors
- New Zealanders and our communities
- Regions. (pp.7–8, 12–16)

Key data

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

McGuinness Institute analysis

Duration



2019 — 2020 (but still active)

Scope of subject matter

Wide scope

Climate intelligence

No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

64= out of 195 GDSs

7 out of the 24 GDSs in DOC

15 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		52	96

GDS02–08

Strategic Priorities for Initiating Engagement in Advocacy Processes under the RMA 1991 and the Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012

Purpose

'To provide high-level direction for DOC staff when deciding whether to initiate engagement in statutory advocacy processes under the RMA and EEZA.' (p.2)

Strategy (to achieve the purpose):

The approach is to initiate engagement in:

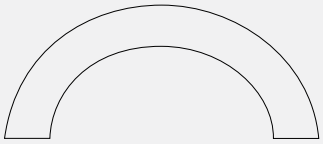
- Planning processes under RMA or EEZA to protect the Priority Conservation Values
- Consent applications under RMA and EEZA where they may result in adverse effects on the Priority Conservation Values
- Advocacy in RMA and EEZA processes where proposed provisions in Planning Documents or proposed activities:
  - have the potential to create inefficiencies or impose unnecessary obligations on DOC
  - are inconsistent with a DOC Management Planning Document. (p.4)

Key data

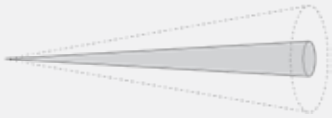
Publication date:	June 2019
Duration:	2019–NK
Number of pages:	11
Signed by:	CE (Director-General of Conservation)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

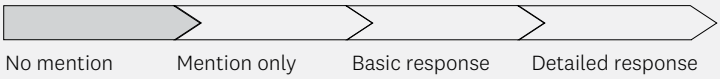
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

191= out of 195 GDSs

24 out of the 24 GDSs in DOC

57 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		16	96

GDS02–09

Towards a Predator Free New Zealand: Predator free 2050 strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to eradicate mustelids, rats and possums through six interconnected pathways:

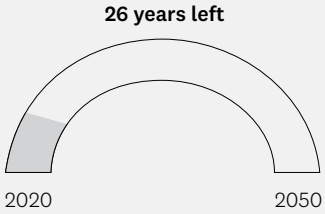
- Whānau, hapū and iwi expressing kaitiakitanga
- Communities taking action
- Supporting the kaupapa through legislation and policy
- Advancing knowledge, innovation and improvement
- Measuring and assessing the difference the department makes
- Moving from sustained predator control to eradication. (p.17)

Key data

Publication date:	February 2020
Duration:	2020–2050
Number of pages:	44
Signed by:	Crown (Minister of Conservation)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.19
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

42= out of 195 GDSs

4 out of the 24 GDSs in DOC

7= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		60	96

GDS02–10

Visitor Centre Strategy 2020–2025

Purpose

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

Strategy (to achieve the purpose):

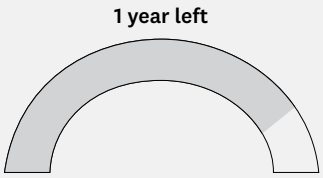
The approach is to improve visitor experience and enhance DOC's reputation by supporting visitors to have a safe and enjoyable experience on public conservation land, developing an effective visitor information system, and providing quality experience through visitor centres. (pp.11, 14–15)

Key data

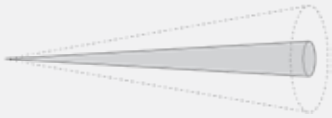
Publication date:	February 2020
Duration:	2020–2025
Number of pages:	23
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

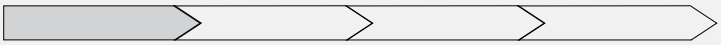
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

100= out of 195 GDSs

13= out of the 24 GDSs in DOC

28= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		46	96

GDS02–11

National Plan of Action – Seabirds 2020

Purpose

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

Strategy (to achieve the purpose):

The approach is to:

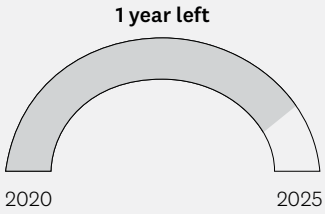
- Avoid bycatch
- Maintain healthy seabird populations
- Undertake research to manage direct effects of fisheries on seabirds
- Actively engage internationally to promote measures and practices that reduce impacts on New Zealand seabirds. (p.12)

Key data

Publication date:	May 2020
Duration:	2020–2025
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	*National Plan of Action – Seabirds* (2013)
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Yes, pp.11–12
Legislation:	Not applicable

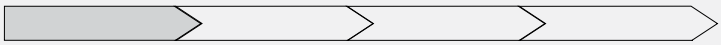
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

111= out of 195 GDSs

15 out of the 24 GDSs in DOC

34= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	0.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		44	96

GDS02–12

Addressing the Threat of Toxoplasmosis to Hector's and Māui Dolphins: An action plan

Purpose

'[B]y 2035, reduce toxoplasma loading to the marine environment so that the number of dolphin deaths attributable to toxoplasmosis is near zero.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on two main goals:

- Test and refine potential solutions that could reduce the threat from toxoplasmosis
- Fill knowledge gaps to establish greater certainty about both the extent of the problem and scale of the management action required.

Supporting these are 10 proposed actions, including:

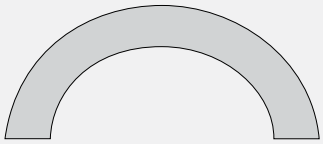
- Trialling a technology solution to remove toxoplasma oocysts from waste/storm water
- Improving the certainty of the estimate of Hector's and Māui dolphin deaths from toxoplasmosis. (pp.4–5, 8)

Key data

Publication date:	June 2020
Duration:	2020–NK (was initially 2024)
Number of pages:	10
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

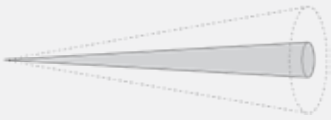
McGuinness Institute analysis

Duration



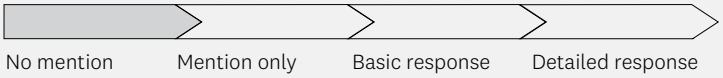
2020 — 2024 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

145= out of 195 GDSs

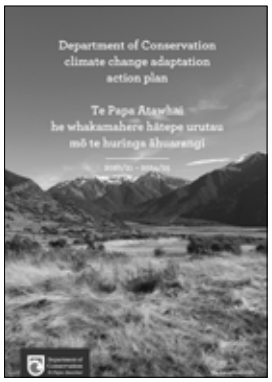
19 out of the 24 GDSs in DOC

45 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	2	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		**34**	96

GDS02–13

Climate Change Adaptation Plan | He Whakamahere Hātepe Urutau mō te Huringa Āhuarangi



Purpose

'To guide DOC's strategic planning and management activities for increased resilience to climate change impacts.' (p.14)

Strategy (to achieve the purpose):

The approach is to implement short- and longer-term actions categorised by governance and management actions, evaluating and reporting actions and actions under other workstreams. These include:

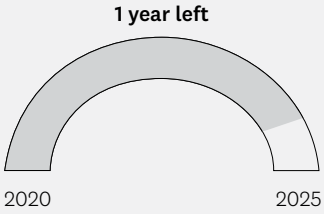
- Establishing a governance and resource programme and a programme management and risk assessment framework
- Developing frameworks for evaluating and reporting climate change impacts
- Identifying and filling information gaps. (p.26)

Key data

Publication date:	June 2020
Duration:	2020–2025
Number of pages:	80
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.26
Legislation:	Not applicable

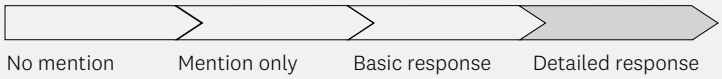
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

8= out of 195 GDSs

1 out of the 24 GDSs in DOC

3 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	8	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	8	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		80	96

GDS02–14

Te Kaweka Takohaka mō te Hoiho

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on sustaining and restoring the health of the hoiho population by focusing on 20 strategic priorities, such as ensuring that accurate, usable and accessible data contributes to hoiho conservation. These strategic priorities are guided by six principles that set the foundation for how decisions will be made. (pp.14, 19–27)

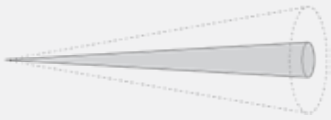
Key data

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

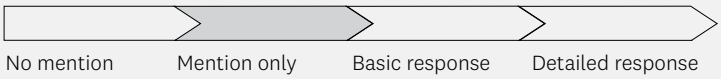
McGuinness Institute analysis

Duration

Scope of subject matter



Climate intelligence



Transparency Scorecard

100= out of 195 GDSs

13= out of the 24 GDSs in DOC

28= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		46	96

GDS02–15

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

Purpose

'The vision we set out for this strategy is not only for the return of health to the natural world in a way that we can measure but also for the return of a health and vibrancy that we can feel, touch, smell and hear, as well as an emotional reconnection with nature.' (p.10 [out of 125])

Strategy (to achieve the purpose):

The approach is to focus on three pillars:

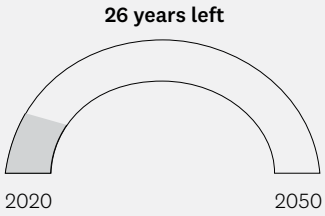
- Getting the system right
- Empowering action
- Protecting and restoring biodiversity. (p.43 [out of 125])

Key data

Publication date:	August 2020
Duration:	2020–2050
Number of pages:	125 (merged)
Signed by:	Crown (Minister of Conservation and Associate Minister for the Environment)
This GDS replaces:	*Biodiversity Strategy 2000* (2000)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.43 (out of 125)
Legislation:	Not applicable

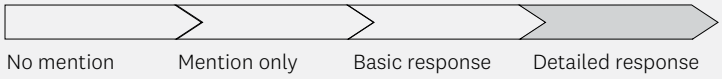
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

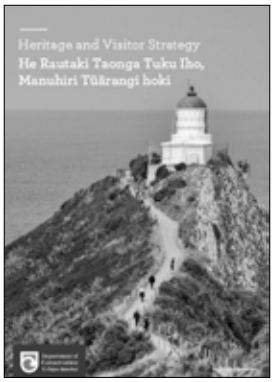
3 out of the 24 GDSs in DOC

6 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		68	96

GDS02–16

Heritage and Visitor Strategy | He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi Hoki



Purpose

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

Strategy (to achieve the purpose):

The approach is to:

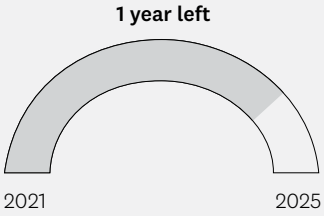
- Seek opportunities to partner with tangata whenua
- Improve the evidence base for decision making and service delivery
- Invest in and maintain visitor experiences and facilities. (pp.15–16)

Key data

Publication date:	January 2021
Duration:	2021–2025
Number of pages:	29
Signed by:	CE (Director-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.13–14
Legislation:	Not applicable

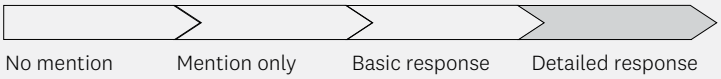
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

52= out of 195 GDSs

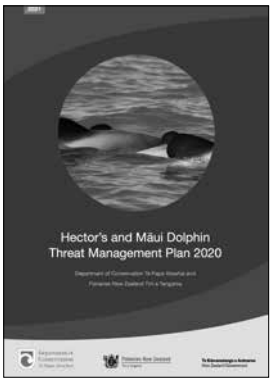
5 out of the 24 GDSs in DOC

11 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	0	6
Total		56.5	96

GDS02–17

Hector's and Māui Dolphin Threat Management Plan 2020



Purpose

'New Zealand's Hector's and Māui dolphin populations are resilient and thriving throughout their natural range.' (p.4)

Strategy (to achieve the purpose):

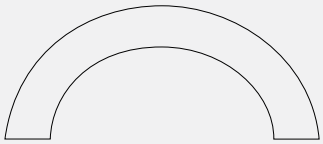
The approach is to identify and implement unique fishing protection measures (e.g. netting and trawling) and non-fishing protection measures (e.g. sanctuaries and tourism). (pp.7–11)

Key data

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

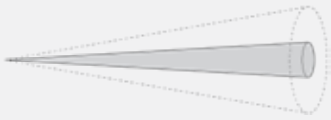
McGuinness Institute analysis

Duration



2021 NK

Scope of subject matter



Narrow scope

Climate intelligence

No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

54= out of 195 GDSs

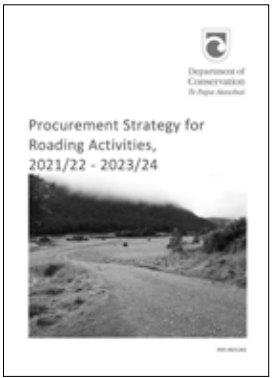
6 out of the 24 GDSs in DOC

12 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		56	96

GDS02–18

Procurement Strategy for Roading Activities, 2021/22–2023/24



Purpose

'This strategy seeks to maximise the value for money through the engagement of adjacent road controlling authorities or their contractors to maintain our roads.' (p.6)

Strategy (to achieve the purpose):

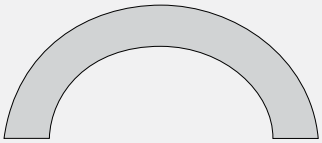
The approach, as with the 2018 Strategy, is to seek the integration of routine maintenance of roads into the maintenance regimes of adjacent road controlling authorities if it can be expected to lead to value for money outcomes for the department's dispersed and disconnected roading. (p.12)

Key data

Publication date:	May 2022
Duration:	2021–NK (was initially 2024)
Number of pages:	19
Signed by:	CE and department staff (other than CE) (Director-General, Deputy Director-General Operations, Supplier Sourcing Manager, Director Operations Planning, Asset Planning Manager)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



2021 — 2024 (but still active)

Scope of subject matter

Narrow scope

Climate intelligence

No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

68= out of 195 GDSs

8 out of the 24 GDSs in DOC

16 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		51	96

GDS02–19

A Structured Decision-Making Approach for the Recovery of Kuaka/ Whenua Hou Diving Petrel (*Pelecanoides whenuahouensis*)

Purpose

'Maximise number of kuaka ... Maximise number of kuaka populations ... Kāi Tahu express rangatiratanga and exercise kaitiakitanga ... Minimise ecosystem impacts ... Maximise public appreciation ... Minimise costs of conservation management ... Minimise impacts on fisheries.' (p.8)

Strategy (to achieve the purpose):

The approach is to focus on seven workstreams:

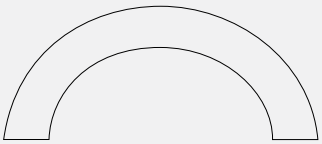
- Permissions and funding
- Communications and advocacy
- Biosecurity
- Monitoring
- Best practice mitigation of light pollution
- Plant management
- Competition management
- Inter-island translocations. (pp.20–21)

Key data

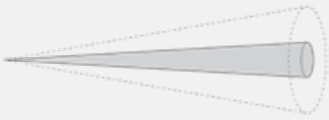
Publication date:	June 2022
Duration:	2022–NK
Number of pages:	45
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

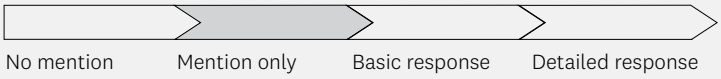
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

94= out of 195 GDSs

10= out of the 24 GDSs in DOC

23= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		47	96

GDS02–20

Ngā Awa, DOC's Priority River Restoration Programme

Purpose

'Working together with our communities towards healthy, thriving rivers from source to sea … River ecosystems and species thrive from mountain to sea … Restored rivers enrich people's lives.' (p.1)

Strategy (to achieve the purpose):

The approach is a series of 'national actions', which fit under the following 'objective' categories:

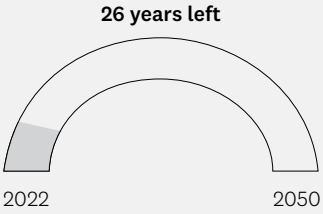
- River ecosystems and species thrive from mountains to sea
- Restored rivers enrich people's lives
- Collaborate with others
- Co-design and co-lead with iwi/hapū/whānau
- Recognise climate change. (p.2)

Key data

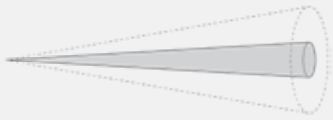
Publication date:	October 2022
Duration:	2022–2050
Number of pages:	4
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.1–2
Legislation:	Not applicable

McGuinness Institute analysis

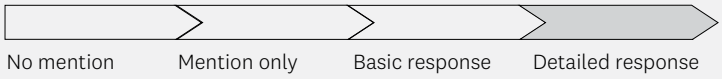
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

88= out of 195 GDSs

9 out of the 24 GDSs in DOC

21= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	0	6
Total		48	96

GDS02–21

Te Rautaki Whakaora Kea | Kea Recovery Strategy 2024–2034

Purpose

'Kea are thriving throughout their natural range, from the mountains to the sea – ki uta ki tai. They live in harmony with humans and are valued and respected by all, for us and future generations – mō tātau, mō ngā uri whakaheke.' (p.11)

Strategy (to achieve the purpose):

The approach is to focus on three strategic priorities:

- Understand kea
- Identify, prioritise and actively manage threats to kea
- Have kea live in harmony with humans.

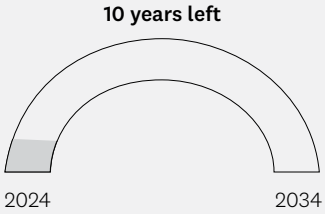
These three overarching priorities are broken down into detailed goals within the strategy, and are supplemented by long-term intentions for five- and ten-year periods. (pp.12, 15, 17, 19, 21)

Key data

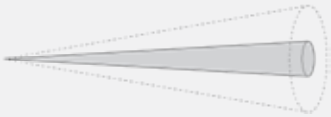
Publication date:	May 2024
Duration:	2024–2034
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

157= out of 195 GDSs

21 out of the 24 GDSs in DOC

49 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	4	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		31	96

GDS02–22

Predator Free 2050 Interim Implementation Plan 2024–2030

Purpose

'To establish a common programme of work for the main organisations responsible for implementing a predator free Aotearoa New Zealand.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on five main goals:

- Have the tools and techniques to feasibly eradicate predators in diverse landscapes
- Have a clear and well-researched plan to achieve the Predator Free 2050 goal
- Have an authentic Treaty partnership
- Have the support of New Zealanders
- Attract the investment needed to achieve Predator Free 2050. (p.9)

Key data

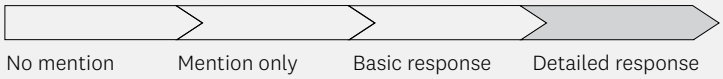
Publication date:	July 2024
Duration:	2024–2030
Number of pages:	25
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.10
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

94= out of 195 GDSs

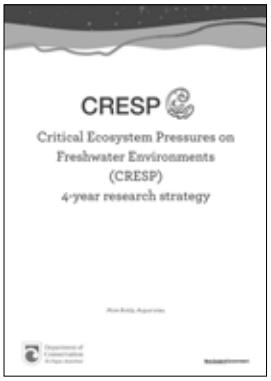
10= out of the 24 GDSs in DOC

23= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	2	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		47	96

GDS02–23

Critical Ecosystem Pressures on Freshwater Environments (CRESP): 4-year research strategy



Purpose

'[T]o provide strategic direction and inform annual investment priorities for research under DOC's CRESP programme for the next 4 years (2024–2027).' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on three main goals:

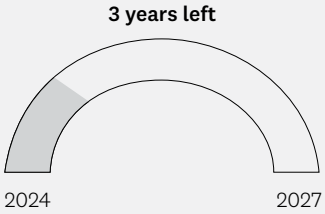
- To deliver research that produces new evidence and data on the ecological responses of freshwater systems to changes in critical ecosystem pressures
- To contribute to how New Zealand might improve freshwater advocacy and management
- To work in partnership with Treaty partners and other organisations. (pp.2–3)

Key data

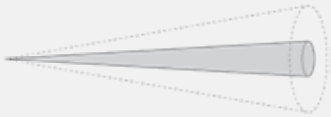
Publication date:	August 2024
Duration:	2024–2027
Number of pages:	11
Signed by:	Department staff (other than CE)
This GDS replaces:	*Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-year research strategy* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.4
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

168= out of 195 GDSs

22 out of the 24 GDSs in DOC

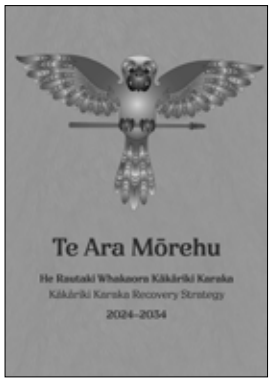
50= out of the 57 GDSs in the Natural Resources Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	1	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		27	96

GDS02–24

Te Ara Mōrehu: He rautaki whakaora kākāriki karaka | Kākāriki Karaka Recovery Strategy 2024–2034



Purpose

'Kākāriki karaka are established and thriving independently in the wild. This manu is a common sight in our native forests, and is sometimes even spotted in our urban green spaces as they move freely across the landscape.' (p.14)

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities:

- Strengthen relationships
- Safeguard captive populations
- Establish wild populations
- Sustain wild populations.

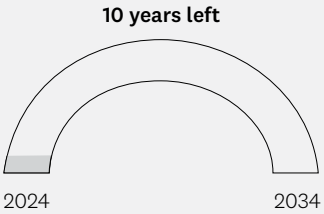
These four overarching priorities are broken down into detailed goals within the strategy, and are supplemented by long-term intentions for five- and 20-year periods. (pp.15, 19, 21, 23, 25, 27)

Key data

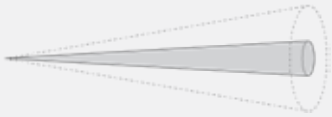
Publication date:	September 2024
Duration:	2024–2034
Number of pages:	32
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

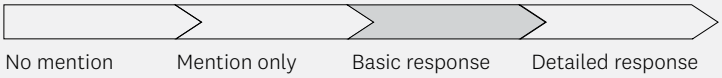
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

154= out of 195 GDSs

20 out of the 24 GDSs in DOC

46= out of the 57 GDSs in the Natural Resources Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	6	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		32	96

03

Department of Corrections – Ara Poutama Aotearoa

GDS03–01

Our Alcohol and Other Drug Strategy 2021–2026

Purpose

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

Strategy (to achieve the purpose):

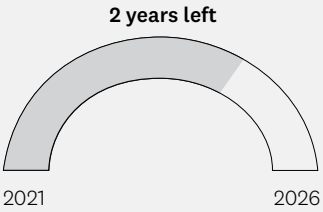
The approach is to implement a whānau-centred approach with four workstreams. This includes establishing an alcohol and other drug governance group of external and internal stakeholders. (pp.12–13)

Key data

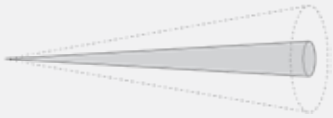
Publication date:	October 2021
Duration:	2021–2026
Number of pages:	16
Signed by:	Crown (Minister of Corrections) and CE
This GDS replaces:	*Our Drug and Alcohol Strategy Through to 2020* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required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

McGuinness Institute analysis

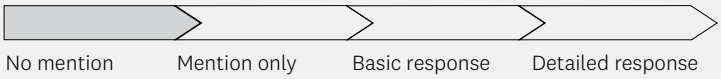
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

57 out of 195 GDSs

6 out of the 7 GDSs in Corrections

7 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		54	96

GDS03–02

Wāhine – E Rere Ana ki te Pae Hou: Women's strategy 2021–2025

Purpose

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

Strategy (to achieve the purpose):

The approach is to implement an action plan that focuses on eight key areas:

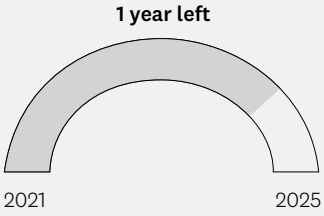
- Transitioning through the prison system
- Ensuring safe and humanised treatment while in prison
- Improving prison environments
- Improving the health and wellbeing of women
- Working with whānau to strengthen relationships
- Improving staff training and recruitment
- Monitoring the outcomes for effectiveness
- Implementing a more effective assurance framework. (pp.20–23)

Key data

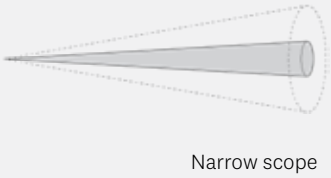
Publication date:	October 2021
Duration:	2021–2025
Number of pages:	24
Signed by:	Crown (Minister of Corrections) and CE
This GDS replaces:	*Wahine – E rere ana ki te Pae Hou – Women's Strategy 2017–2021* (2017)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found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

McGuinness Institute analysis

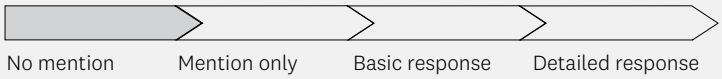
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

52= out of 195 GDSs

5 out of the 7 GDSs in Corrections

6 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		56.5	96

GDS03–03

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

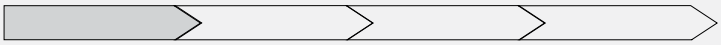
Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	MOE, MOH, MOJ, TPK, MSD and OT
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

16= out of 195 GDSs

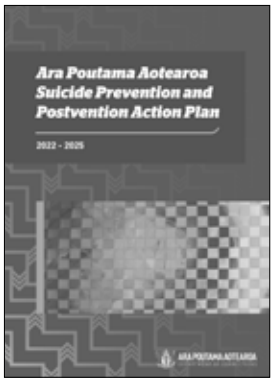
1 out of the 7 GDSs in Corrections

2 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		74	96

GDS03–04

Suicide Prevention and Postvention Action Plan



Purpose

'Our action plan represents our intention to take deliberate and targeted action to address the problem of suicide.' (p.10)

Strategy (to achieve the purpose):

The approach is to define several broad focus areas, each with corresponding actions:

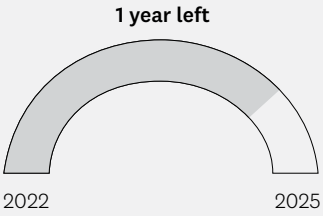
- National leadership
- Using evidence to make a difference
- Developing the workforce
- Evaluation and monitoring
- Promoting wellbeing
- Responding to suicidal distress
- Responding to suicidal behaviour
- Supporting after a suicide. (p.12)

Key data

Publication date:	March 2022
Duration:	2022–2025
Number of pages:	20
Signed by:	Department staff (other than CE) (Deputy CE)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.11
Legislation:	Not applicable

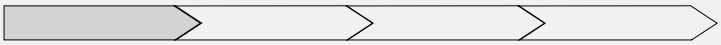
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

32= out of 195 GDSs

2 out of the 7 GDSs in Corrections

3 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		67	96

GDS03–05

Disability Action Plan 2023–2027

Purpose

Provide:

- *'Equitable access and choices.*
- *Mana enhancing practice for all tāngata whaikaha Māori/ disabled people.*
- *Tāngata whaikaha Māori/disabled people led participation.'* (p.15)

Strategy (to achieve the purpose):

The approach is to define key strategic focus areas and the broad ways to act on these. These are guided by consultation with tāngata whaikaha Māori/disabled people and their whānau, previous action plans and the Enabling Good Lives (EGL) framework adapted for the Corrections context.

Focus areas: national leadership; using evidence to make a difference; responding to disability support needs; developing the workforce; research and evaluation; and working with tāngata whaikaha and their whānau. (pp.15, 18)

Key data

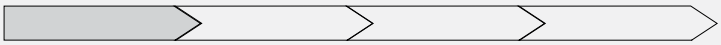
Publication date:	February 2023
Duration:	2023–2027
Number of pages:	24
Signed by:	Department staff (other than CE) (Deputy CE)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.18
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

35= out of 195 GDSs

3 out of the 7 GDSs in Corrections

4 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		66	96

GDS03–06

Ageing Well Action Plan

Purpose

'[O]lder people to live well, age well and have a respectful end of life, in age-friendly communities.' (p.11)

Strategy (to achieve the purpose):

The approach is to focus on a series of actions that fall under strategic focus areas developed for 2019–2022. These strategic focus areas are:

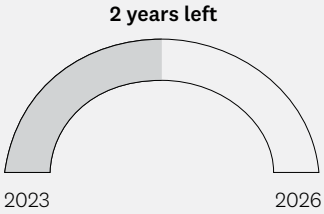
- National leadership
- Ageing well
- Acute and restorative care
- Living well with long-term conditions
- Supporting people with high and complex needs
- Respectful end-of-life care. (p.11)

Key data

Publication date:	August 2023
Duration:	2023–2026
Number of pages:	20
Signed by:	Department staff (other than CE) (Deputy CE)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

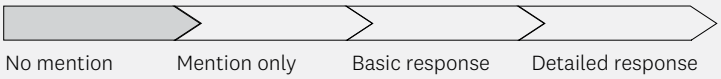
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

39 out of 195 GDSs

4 out of the 7 GDSs in Corrections

5 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		63	96

GDS03–07

Hōkai Rangi: Our organisational strategy

Purpose

'We make the community safer, by supporting people to leave us better and with brighter prospects.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on three main goals:

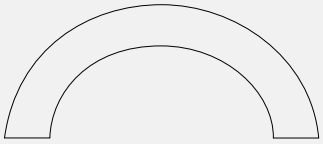
- Manage offenders in a way that improves the safety of the public, victims, staff and other offenders
- Reduce Māori over-representation by tailoring approaches to ensure the corrections system works for Māori
- Reduce reoffending by engaging offenders in rehabilitation, reintegration and support services. (p.6)

Key data

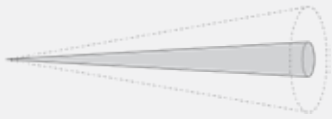
Publication date:	NK 2024
Duration:	2024–NK
Number of pages:	24
Signed by:	CE (Secretary for Corrections)
This GDS replaces:	*Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024* (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.23
Legislation:	Not applicable

McGuinness Institute analysis

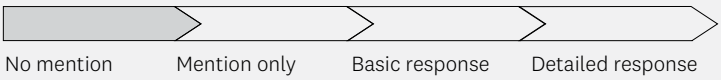
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

130 out of 195 GDSs

7 out of the 7 GDSs in Corrections

8 out of the 8 GDSs in the Justice Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	6	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		40	96

04

Department of Internal Affairs – Te Tari Taiwhenua

GDS04–01

Te Huri Mōhiotanga Hei Uara: Ngā tohutohu rautaki ki 2030 | Turning Knowledge Into Value: Strategic directions to 2030

Purpose

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

Strategy (to achieve the purpose):

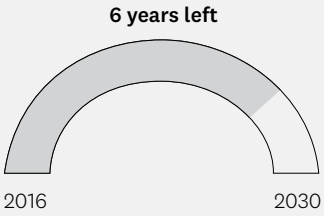
The approach is to work with iwi, partners and stakeholders, by developing a culture of research and innovation, to improve access to knowledge, reading comprehension and awareness of diverse perspectives. (pp.4–7)

Key data

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

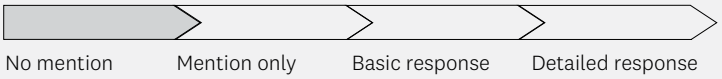
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

174 out of 195 GDSs

7 out of the 8 GDSs in DIA

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	0.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		25.5	96

GDS04–02

Archives 2057 Strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to develop three key strategic areas within Archives New Zealand:

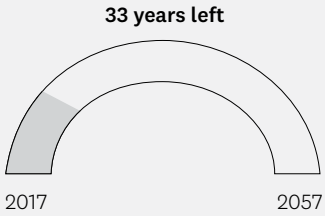
- Increasing transparency
- Creating effective and integrated systems
- Making people more aware of archives' relevance. (p.3)

Key data

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

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

148= out of 195 GDSs

6 out of the 8 GDSs in DIA

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	3.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		33.5	96

GDS04–03

Office of Ethnic Communities – Strategic Framework

Purpose

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

Strategy (to achieve the purpose):

The approach is to develop and build on measures and processes in three interconnected areas:

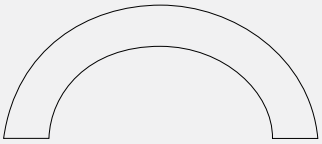
- Promoting positive relationships and trust with ethnic communities
- Creating better government-led outcomes
- Ensuring positive attitudes and dialogue in wider society. (p.1)

Key data

Publication date:	January 2020
Duration:	2020–NK
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	Not applicable

McGuinness Institute analysis

Duration

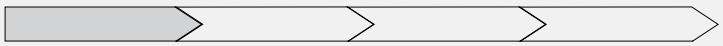


2020 NK

Scope of subject matter

Wide scope

Climate intelligence



No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

194 out of 195 GDSs

8 out of the 8 GDSs in DIA

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	0	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	0.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		10.5	96

GDS04–04

Rautaki mō tētahi Rāngai Kāwanatanga Matihiko | Strategy for a Digital Public Service

Purpose

'The public service is modern at its heart and all New Zealanders are thriving in a digital age.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on eight behaviours that will help transform the public service to be fit for the digital age. These behaviours are:

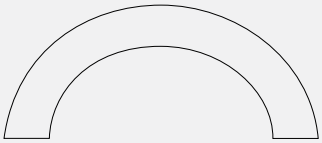
- Acting as a unified public service
- Making people-centred decisions
- Collaborating and co-creating
- Digital transformation in accordance with tikanga Māori
- Acting quickly and innovatively
- Prioritising value for money
- Fostering a learning environment, and
- Striving for an open, accountable public service. (pp.18–19)

Key data

Publication date:	March 2020
Duration:	2020–NK
Number of pages:	40
Signed by:	Crown (Minister of Government Digital Services) and other (Government Chief Digital Officer)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

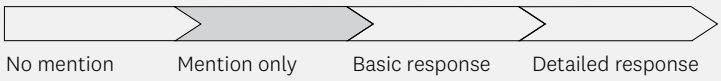
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

128= out of 195 GDSs

4 out of the 8 GDSs in DIA

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		40.5	96

GDS04–05

DIA's Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism

Purpose

'[B]uild the capability ... of reporting entities in detecting and preventing their businesses from being used by criminals and terrorists to hide or move money through the financial system, and support New Zealand and international efforts to make it difficult for criminals and terrorists to exploit financial systems.' (p.2)

Strategy (to achieve the purpose):

The approach is to:

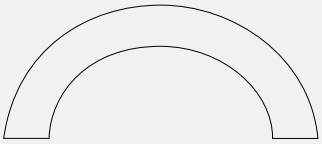
- Develop a comprehensive understanding of money laundering/terrorism financing (ML/TF) risks and typologies
- Build a culture of effective anti-money laundering/countering financing of terrorism compliance across the reporting entities the department supervises
- Identify reporting entities that are not adequately managing and mitigating their ML/TF risks and work with them
- Take action where there is serious or systemic non-compliance by reporting entities. (p.6)

Key data

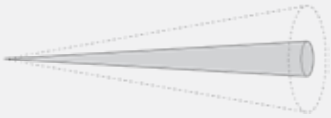
Publication date:	July 2022
Duration:	2022–NK
Number of pages:	13
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

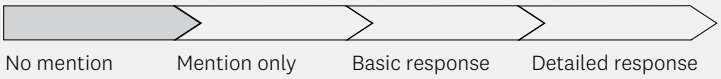
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

131= out of 195 GDSs

5 out of the 8 GDSs in DIA

15= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		39	96

GDS04–06

Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa

Purpose

'Aotearoa New Zealand's people, communities, economy, and environment are flourishing and prosperous in the digital era.' (p.6 [out of 67])

Strategy (to achieve the purpose):

The approach is to implement a series of initiatives under three areas:

- Mahi Tika – Trust (e.g. putting guardrails in place)
- Mahi Tahi – Inclusion (e.g. ensuring digital content and services meet everyone's needs)
- Mahi Ake – Growth (e.g. supporting data-driven innovation).

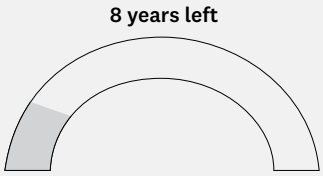
The action plan consists of 11 initiatives that will advance the Digital Strategy for Aotearoa in the short term. (pp.7, 19, 26, 34, 54, 56 [out of 67])

Key data

Publication date:	September 2022
Duration:	2022–2032
Number of pages:	67 (merged)
Signed by:	Crown (Minister for the Digital Economy and Communications) and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.7 (out of 67)
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

4 out of 195 GDSs

1 out of the 8 GDSs in DIA

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		83	96

GDS04–07

Strategy 2022–2025: A pathway to an Aotearoa where ethnic communities feel at home

Purpose

'[S]ets out the actions the Ministry will prioritise to achieve better outcomes for ethnic communities … an Aotearoa New Zealand where everyone feels welcome, safe, included, and valued.' (p.13)

Strategy (to achieve the purpose):

The approach is to continue on with a series of actions that are already under way, and implement a number of new actions. These focus on:

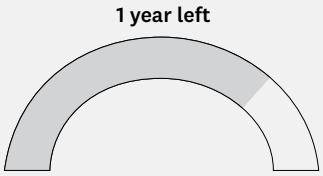
- Improving representation of ethnic communities on public sector boards and committees
- Building communication channels between ethnic communities and government
- Improving accessibility to funding, training and government services
- Addressing disparities in pay and education and job opportunities. (pp.42–49)

Key data

Publication date:	September 2022
Duration:	2022–2025
Number of pages:	29
Signed by:	Crown (Minister for Diversity, Inclusion and Ethnic Communities) and CE
This GDS replaces:	*Office of Ethnic Communities – Strategic Framework* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.51
Legislation:	Not applicable

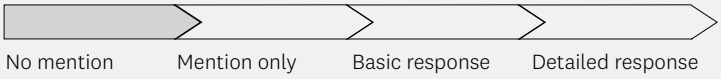
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

2 out of the 8 GDSs in DIA

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		68	96

GDS04–08

Regional Deals Strategic Framework

Purpose

'New Zealand's economic growth and the prosperity it affords to communities goes hand in hand with the growth of our regions.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on seven goals:

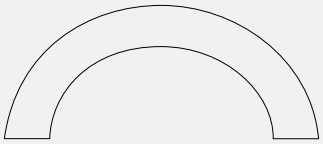
- Building economic growth
- Delivering connected and resilient infrastructure
- Improving the supply of affordable and quality housing
- Greater regional and private sector collaboration
- Improved local government decision-making and funding
- Promoting innovative and collaborative ways of working between central and local government
- Ensuring resilient and sustainable cities and regions. (p.6)

Key data

Publication date:	August 2024
Duration:	2024–NK
Number of pages:	28
Signed by:	Crown (Minister of Local Government)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

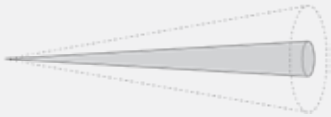
McGuinness Institute analysis

Duration



2024 NK

Scope of subject matter



Narrow scope

Climate intelligence

No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

104= out of 195 GDSs

3 out of the 8 GDSs in DIA

12= out of the 24 GDSs in the Finance and Government Administration Sector

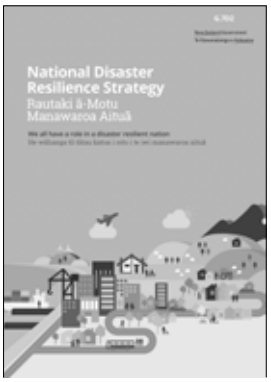
		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		45	96

05

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

GDS05–01

National Disaster Resilience Strategy | Rautaki ā-Motu Manawaroa Aituā



Purpose

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

Strategy (to achieve the purpose):

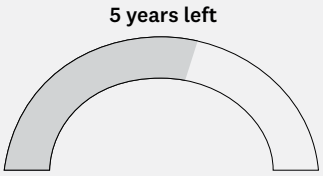
The approach is to implement a package of initiatives to manage risks, improve rapid response services, and integrate and support community perspectives. Examples include implementing emergency management system reforms to improve how New Zealand responds to natural disasters and emergencies, and improving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

Key data

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

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

25 out of 195 GDSs

1 out of the 5 GDSs in DPMC

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	3	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		68.5	96

GDS05–02

Cyber Security Strategy 2019

Purpose

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

Strategy (to achieve the purpose):

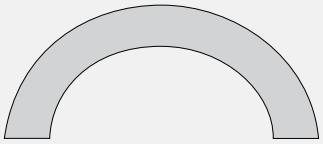
The approach is to help citizens and workers become more security aware, develop better international partnerships and cooperation at policy and operational levels, and together proactively tackle cybercrime. (pp.10, 13)

Key data

Publication date:	July 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	17
Signed by:	Crown (Minister of Broadcasting, Communications and Digital Media)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

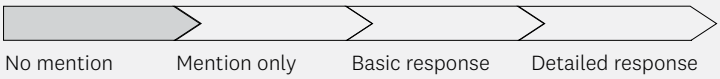
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

93 out of 195 GDSs

4 out of the 5 GDSs in DPMC

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		47.5	96

GDS05–03

New Zealand's Countering Terrorism and Violent Extremism Strategy

Purpose

'This strategy aims to secure Aotearoa New Zealand from the threat of terrorism and violent extremism, and to ensure that all communities, iwi, hapū, whānau and individuals feel secure.' (p.4)

Strategy (to achieve the purpose):

The approach is focused on reduction, through:

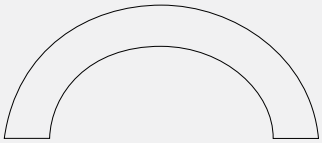
- Understanding the threat and being aware and informed
- Working together and prioritising partnerships to reduce the risk
- Focusing efforts and capabilities on effective, long-term prevention
- Being ready to respond and recover. (pp.10–11)

Key data

Publication date:	October 2022
Duration:	2020–NK
Number of pages:	15
Signed by:	Crown (Prime Minister)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

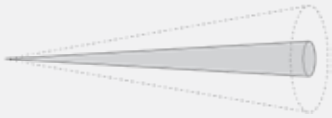
McGuinness Institute analysis

Duration



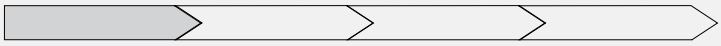
2020 NK

Scope of subject matter



Narrow scope

Climate intelligence



No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

64= out of 195 GDSs

3 out of the 5 GDSs in DPMC

7= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	3	6
Total		52	96

GDS05–04

Secure Together | Tō Tātou Korowai Manaaki: New Zealand's national security strategy 2023–2028

Purpose

'Working towards our vision requires efforts focused on three outcomes:

- *New Zealand protected from threats*
- *A resilient society, informed and engaged on national security challenges*
- *An effective national security system.'* (p.iii)

Strategy (to achieve the purpose):

The approach is to:

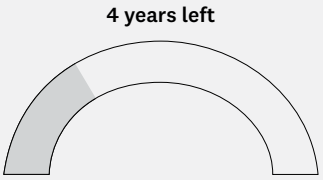
- Reform the national security community
- Cultivate and sustain a public conversation on national security
- Act early to prevent national security threats and build New Zealand's resilience
- Work together to foster collective understanding and approaches
- Lead an integrated approach. (pp.10, 12–13)

Key data

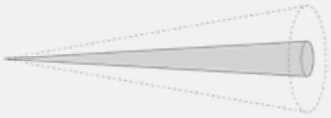
Publication date:	August 2023
Duration:	2023–2028
Number of pages:	44
Signed by:	Crown (Prime Minister and Minister for National Security and Intelligence)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.17
Legislation:	Not applicable

McGuinness Institute analysis

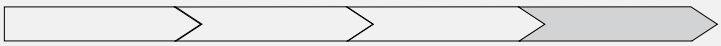
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

35= out of 195 GDSs

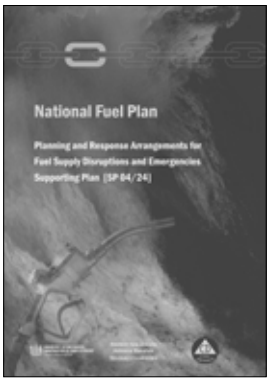
2 out of the 5 GDSs in DPMC

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		66	96

GDS05–05

2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]



Purpose

'[T]o minimise the effects of a fuel supply disruption on New Zealand, whatever the cause, as far as reasonably practicable.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on three main goals:

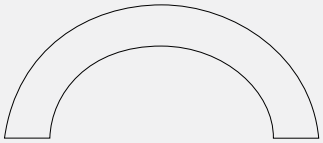
- Provide an agreed planning framework between government agencies, CDEM Groups and fuel sector organisations to respond to major disruptions to fuel supplies
- Document agreed communication and coordination arrangements at the national level for response operations during major disruption of fuel supplies
- Support the implementation of regional fuel supply arrangements. (p.2)

Key data

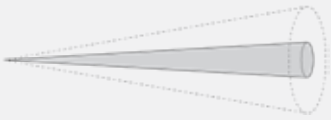
Publication date:	August 2024
Duration:	2024–NK
Number of pages:	79
Signed by:	Department staff (other than CE) (Deputy CE) and other (Director of Civil Defence Emergency Management)
This GDS replaces:	*2020 National Fuel Plan* (2020)
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue (see Civil Defence Emergency Management Act 2002, s 9(3)) and cited in the GDS

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

131= out of 195 GDSs

5 out of the 5 GDSs in DPMC

15= out of the 24 GDSs in the Finance and Government Administration Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	2	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	4	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		39	96

06

Education Review Office – Te Tari Arotake Mātauranga

07

Government Communications Security Bureau – Te Tira Tiaki

GDS07–01

GCSB Strategy 2023–27

Purpose

'[T]o equip our customers with the intelligence and cyber resilience necessary to forecast and successfully navigate Aotearoa New Zealand's changing strategic environment.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on six main goals:

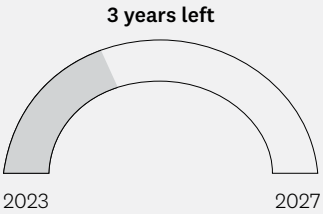
- Gain deeper insights into regional security
- Consolidate national cyber-security leadership
- Work with Treaty partners
- Improve the ability to keep pace with emerging technology risks and opportunities
- Catalyse customers' use of intelligence
- Effectively meet security challenges and increased demand. (p.4)

Key data

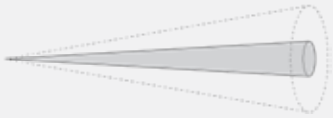
Publication date:	NK
Duration:	2023–2027
Number of pages:	11
Signed by:	CE (Director-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.5
Legislation:	Not applicable

McGuinness Institute analysis

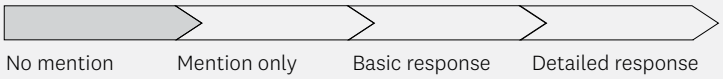
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

182= out of 195 GDSs

1 out of the 1 GDS in GCSB

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

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		22	96

08

Inland Revenue Department – Te Tari Taake

GDS08–01

Our Strategy: Improving oranga for current and future generations

Purpose

- *'The intergenerational oranga of the people of Aotearoa New Zealand is supported by [IRD's] active stewardship*
- *Oranga increases when Inland Revenue works with other organisations*
- *People receive their entitlements*
- *Revenue is available to fund government programmes/services.'* (p.2)

Strategy (to achieve the purpose):

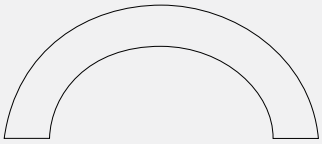
The approach is to: keep customers at the centre; support people to create success; become Te Tiriti-based; maximise the benefits of being digitally enabled for customers and partners; add greater value through collaboration with partners to deliver services; actively take care of what they have now and ensure it is fit for the future; have an integrated planning and funding model; get the most value from data, analytics, information and knowledge; and have a fit-for-purpose change-delivery model. (p.2)

Key data

Publication date:	November 2023
Duration:	2023–NK
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	*Our Corporate Strategy – Customer* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.2
Legislation:	Not applicable

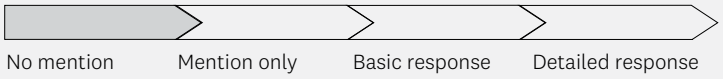
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

171= out of 195 GDSs

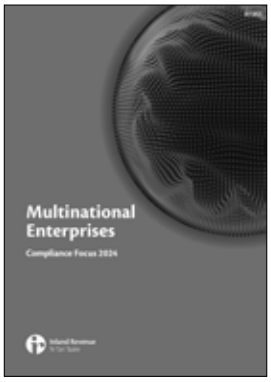
1 out of the 2 GDSs in IRD

18= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		26	96

GDS08-02

Multinational Enterprises: Compliance focus 2024



Purpose

'To create greater certainty for businesses as we collectively work to facilitate compliance.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on ten initiatives that influence multinational enterprise compliance. These include:

- Strengthening legislation
- Improving corporate tax governance
- Reducing compliance costs
- Improving corporate tax
- Expanding the tax treaty network.

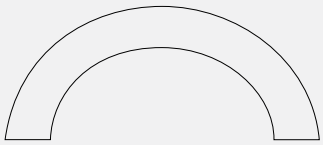
These initiatives are guided by an overarching compliance approach which consists of four key principles: prioritisation, prevention, pragmatism and proportionality. (pp.9, 10, 13)

Key data

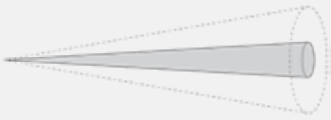
Publication date:	NK 2024
Duration:	2024–NK
Number of pages:	40
Signed by:	CE (Commissioner of Inland Revenue)
This GDS replaces:	*Multinational Enterprises: Compliance focus 2019* (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

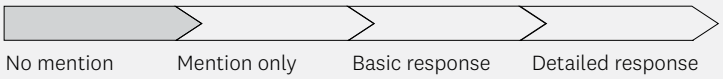
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

184= out of 195 GDSs

2 out of the 2 GDSs in IRD

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

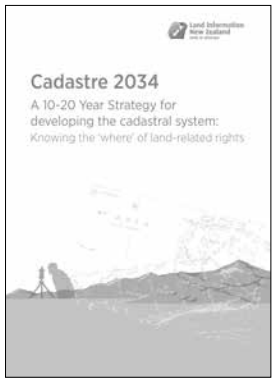
		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	0	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		21	96

09

Land Information New Zealand – Toitū Te Whenua

GDS09–01

Cadastre 2034



Purpose

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

Strategy (to achieve the purpose):

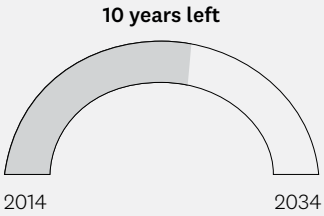
The approach is to implement 23 actions, including developing principles and a coherent policy direction and framework for defining the spatial extents of all land and real property-related rights, restrictions and responsibilities. (pp.36–38)

Key data

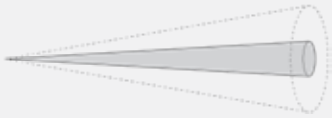
Publication date:	February 2014
Duration:	2014–2034
Number of pages:	44
Signed by:	Department staff (other than CE) (Surveyor-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

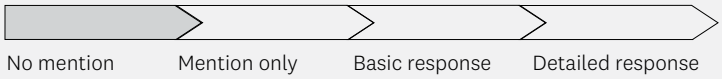
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

58 out of 195 GDSs

1 out of the 5 GDSs in LINZ

13 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	0	6
Total		53.5	96

GDS09–02

New Zealand Positioning Strategy

Purpose

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

Strategy (to achieve the purpose):

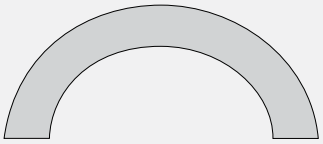
The approach is to achieve five 10-year goals in the geospatial context and enable accurate positioning and improved access for users by adopting innovative technologies and capabilities. (p.7)

Key data

Publication date:	May 2014
Duration:	2014–NK (was initially 2024)
Number of pages:	18
Signed by:	Other (Chief Geodesist)
This GDS replaces:	*Geodetic Strategy* (2003)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

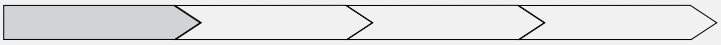


2014 — 2024 (but still active)

Scope of subject matter

Wide scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

154= out of 195 GDSs

4 out of the 5 GDSs in LINZ

46= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	2.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		32	96

GDS09–03

Regulatory Stewardship Strategy

Purpose

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

Strategy (to achieve the purpose):

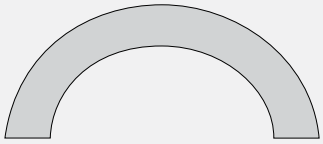
The approach is to manage four regulatory systems (property rights, property information, Crown land and overseas investment) through improving performance delivery, whilst mitigating regulatory underperformance or failure. (p.7)

Key data

Publication date:	August 2018
Duration:	2018–NK (was initially 2020)
Number of pages:	28
Signed by:	CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

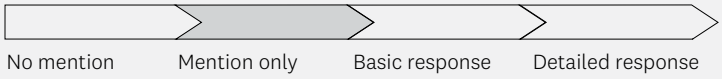
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

104= out of 195 GDSs

3 out of the 5 GDSs in LINZ

31= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		45	96

GDS09–04

New Zealand Geographic Board Strategy 2020–2025

Purpose

'Our purpose is to secure and celebrate New Zealand's unique identity through place names.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on four goals:

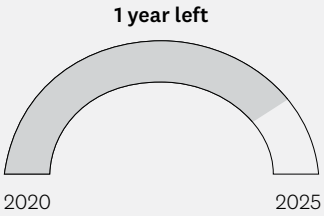
- Naming places: officially name features and places so people can effectively communicate information about location and preserve New Zealand's heritage and culture
- Outreach: make information, including stories about place names, readily available
- Using official names: have organisations use official names so people use them in everyday life
- Improving capability and processes: continuously improve capability and processes to achieve LINZ's goals and objectives. (p.1)

Key data

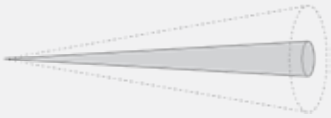
Publication date:	April 2020
Duration:	2020–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

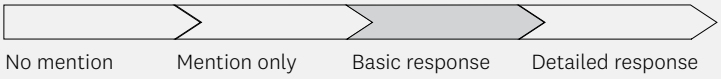
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

175= out of 195 GDSs

5 out of the 5 GDSs in LINZ

52= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		25	96

GDS09–05

Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021–2030

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four priority research directions:

- Sea-level rise
- Connections between the cryosphere (frozen water), ocean and atmosphere
- Ecosystem dynamics
- Protection of Antarctic and Southern Ocean environments. (p.2)

Key data

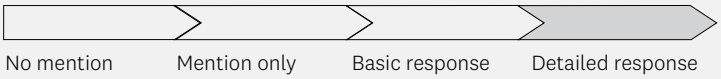
Publication date:	December 2021
Duration:	2021–2030
Number of pages:	20
Signed by:	Crown (Minister of Foreign Affairs; Minister for Oceans and Fisheries; Minister of Climate Change; Minister for Research, Science and Innovation; and Minister of Conservation)
This GDS replaces:	*Antarctic and Southern Ocean Science* (2011)
Jointly held with:	MFAT
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

2 out of the 5 GDSs in LINZ

17= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		50	96

10

Ministry for Culture and Heritage – Manatū Taonga

11

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

GDS11–01

Pacific Languages Strategy 2022–2032

Purpose

'Recognise the Value of Pacific Languages across Aotearoa ... Strengthen Pathways and Resources for Learning Pacific Languages and ... Create Environments for Pacific Languages to be Used more often, and in more Spaces.' (p.15 [out of 112])

Strategy (to achieve the purpose):

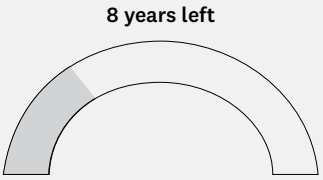
The approach is to focus on a series of tangible actions listed under each of the three key objectives above. They centre around increasing online content for Pacific language learning and increased opportunities to learn these languages throughout the education system, for example, by funding teacher training and introducing more Pacific language units in schools. (pp.38–43 [out of 112])

Key data

Publication date:	August 2022
Duration:	2022–2032
Number of pages:	112 (merged)
Signed by:	Crown (Minister for Pacific Peoples) and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

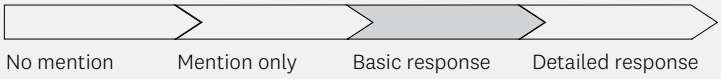
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

2 out of 195 GDSs

1 out of the 3 GDSs in MPP

1 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		87	96

GDS11–02

Pacific Wellbeing Strategy

Purpose

'[F]undamentally modify New Zealand public sector system conditions so that we can turn the tide on some of the inequities for Pacific communities ... to improve wellbeing outcomes for Pacific peoples.' (p.11)

Strategy (to achieve the purpose):

The approach is to:

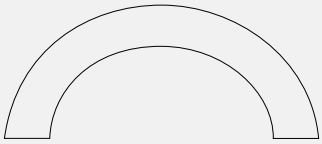
- Improve alignment and measurement of Pacific investment to drive enhanced delivery of Pacific wellbeing outcomes
- Improve Pacific cultural capability, responsiveness and engagement approaches across government
- Establish and embed a community advisory and/or partnership model that utilises existing networks for collective design and action through partnership. (pp.13–14)

Key data

Publication date:	September 2022
Duration:	2022–NK
Number of pages:	43
Signed by:	Crown (Minister for Pacific Peoples) and CE (Secretary for Pacific Peoples)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.29–30
Legislation:	Not applicable

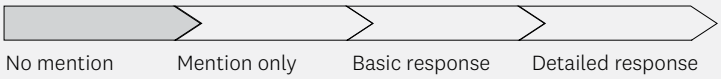
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

23= out of 195 GDSs

2 out of the 3 GDSs in MPP

7 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		69	96

GDS11–03

Fale mo Aiga – Pacific Housing Strategy 2030

Purpose

'Pacific peoples own and live in affordable, quality, fit-for-purpose, healthy homes that enhance their wellbeing.' (p.2 [out of 4])

Strategy (to achieve the purpose):

The approach is to focus on four key priorities:

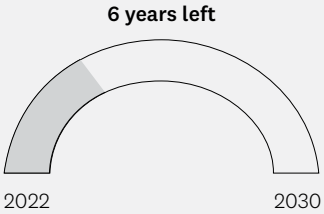
- Demand: Build intergenerational Pacific wealth through home ownership
- Supply: Build affordable, quality, healthy, fit-for-purpose homes for Pacific peoples
- Pacific housing sector: Develop and grow the Pacific housing sector
- Housing system: Influence and strengthen the housing system to improve housing outcomes for Pacific peoples. (p.2 [out of 4])

Key data

Publication date:	November 2022
Duration:	2022–2030
Number of pages:	4 (merged)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	HUD
Transferred from:	Not applicable
Strategy map:	Yes, p.2 (out of 4)
Legislation:	Not applicable

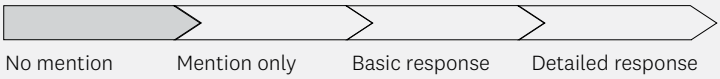
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

3 out of the 3 GDSs in MPP

10= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	0	6
Total		50	96

12

Ministry for Primary Industries – Manatū Ahu Matua

GDS12–01

Harvest Strategy Standard for New Zealand Fisheries

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on three core elements:

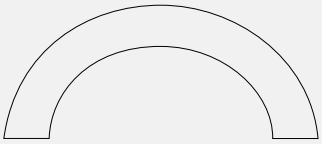
- A specified target about which a fishery or stock should fluctuate
- A soft limit that triggers a requirement for a formal, time-constrained rebuilding plan
- A hard limit below which fisheries should be considered for closure. (pp.7–9)

Key data

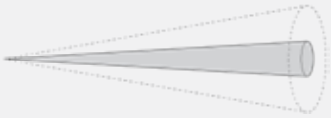
Publication date:	October 2008
Duration:	2008–NK
Number of pages:	30
Signed by:	Crown (Minister of Fisheries)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

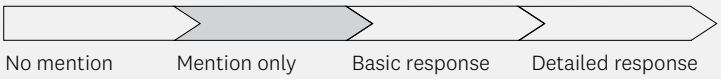
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

135= out of 195 GDSs

14 out of the 18 GDSs in MPI

42= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	3	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		38.5	96

GDS12–02

Research and Science Information Standard for New Zealand Fisheries

Purpose

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

Strategy (to achieve the purpose):

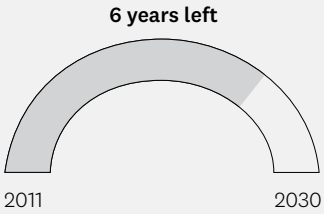
The approach is to ensure science information is of sufficient quality to make fisheries management decisions, by applying five key principles to all information prior to use: peer review, relevance, integrity, objectivity and reliability. (p.6)

Key data

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

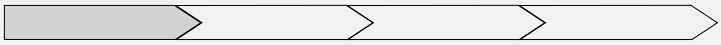
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

190 out of 195 GDSs

18 out of the 18 GDSs in MPI

56 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	1	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2.5	8
3.2	Identifies who the beneficiaries are	0.5	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		17.5	96

GDS12–03

Animal Welfare Matters: New Zealand animal welfare strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on:

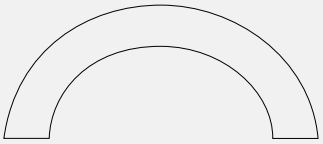
- Better planning to prevent animal welfare problems
- Better animal husbandry, science and technology
- Clearer expectations and sanctions
- Measuring animal welfare performance. (p.2)

Key data

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

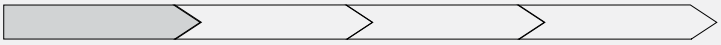
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

168= out of 195 GDSs

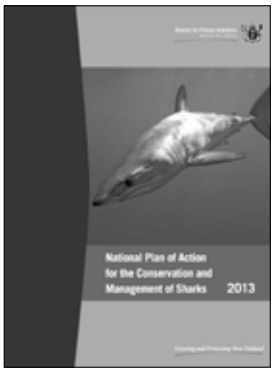
16 out of the 18 GDSs in MPI

50= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	5.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		27	96

GDS12–04

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



Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on six goals and put in place a number of five-year objectives for each goal. The goals are:

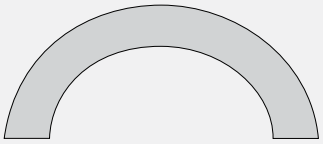
- Biodiversity and long-term viability of shark populations
- Utilisation, waste reduction and the elimination of shark finning
- Domestic engagement and partnerships
- Non-fishing threats
- International engagement
- Research and information. (pp.3–4)

Key data

Publication date:	January 2014
Duration:	2013–NK (was initially 2018)
Number of pages:	36
Signed by:	Crown (Minister for Primary Industries)
This GDS replaces:	*National Plan of Action – Sharks* (2008)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Not applicable

McGuinness Institute analysis

Duration

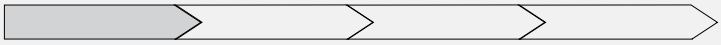


2013 — 2018 (but still active)

Scope of subject matter

Wide scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

88= out of 195 GDSs

7 out of the 18 GDSs in MPI

21= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		48	96

GDS12–05

Wilding Conifer Management Strategy 2015–2030

Purpose

'Prevent the spread of wilding conifers, and contain or eradicate established areas of wilding conifers by 2030.' (p.8)

Strategy (to achieve the purpose):

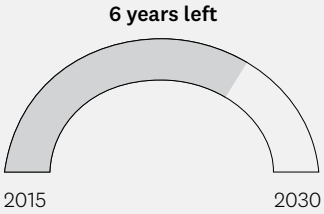
The approach is to: clarify roles and responsibilities; gain funding for collective action and timely intervention; support fair allocation of costs associated with wilding conifer control; prioritise wilding conifer management; develop consistent monitoring and mapping; promote consistency in policy across organisations; co-ordinate operations; increase understanding of wilding conifer impacts; support ongoing research to reduce the cost of control and risk of establishment; and promote information sharing of best practice and technological gains in control methods. (pp.25–26)

Key data

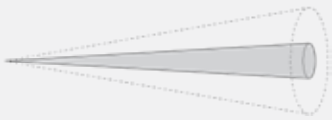
Publication date:	December 2014
Duration:	2015–2030
Number of pages:	40
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

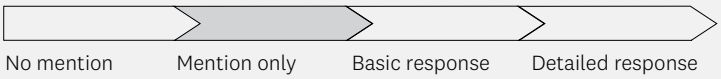
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

59= out of 195 GDSs

3 out of the 18 GDSs in MPI

14 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	3	6
Total		53	96

GDS12–06

Science Strategy | Rautaki Putaiao

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on seven priorities:

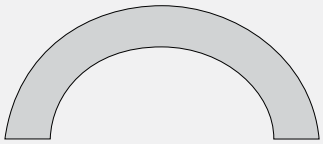
- Smart regulation
- Operational excellence
- International access
- Provenance and traceability
- Precision production and investment
- Enduring relationships
- Integrated information, insight and knowledge. (p.19)

Key data

Publication date:	October 2015
Duration:	2015–NK (was initially 2020)
Number of pages:	34
Signed by:	CE (Director-General) and department staff (other than CE) (Departmental Science Adviser)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.8
Legislation:	Not applicable

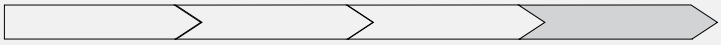
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

87 out of 195 GDSs

6 out of the 18 GDSs in MPI

20 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		48.5	96

GDS12–07

Primary Sector Science Roadmap – Te Ao Tūroa

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on eight priority areas:

- Adding value
- Harnessing the value and power of data
- Innovating with advanced technology
- Innovating through genetics
- Innovating through Kaupapa Māori
- Protecting and sustaining resources
- Deriving value from complex systems
- Integrating people and values. (p.21)

Key data

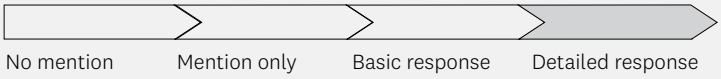
Publication date:	June 2017
Duration:	2017–2030
Number of pages:	60
Signed by:	Crown (Minister for Primary Industries and Minister of Science and Innovation)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

82= out of 195 GDSs

5 out of the 18 GDSs in MPI

19 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		49	96

GDS12–08

New Zealand Sea Lion/Rāpoka Threat Management Plan

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four workstreams:

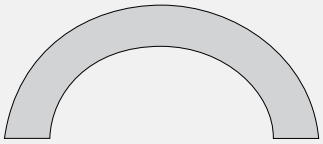
- Engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC)
- Direct mitigation
- Targeted research (such as research to better understand adult female nutritional stress and diet)
- Evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp.15–16)

Key data

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

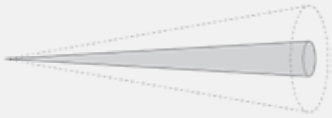
McGuinness Institute analysis

Duration



2017 — 2022 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence

No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

94= out of 195 GDSs

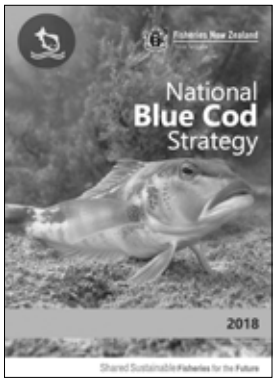
8 out of the 18 GDSs in MPI

23= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		47	96

GDS12–09

National Blue Cod Strategy



Purpose

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

Strategy (to achieve the purpose):

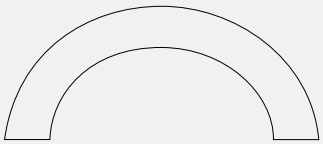
The approach is to standardise rules around blue cod fishing, so they are the same nationwide, including the use of a traffic light system. (p.9)

Key data

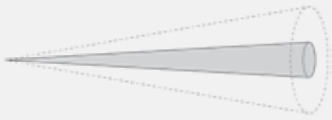
Publication date:	December 2018
Duration:	2018–NK
Number of pages:	24
Signed by:	Crown (Minister of Fisheries)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

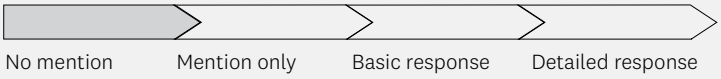
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

156 out of 195 GDSs

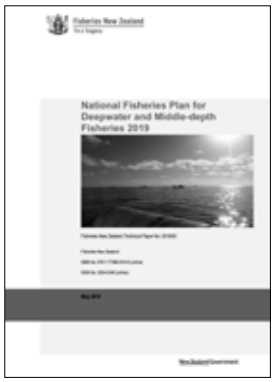
15 out of the 18 GDSs in MPI

48 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	5.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		31.5	96

GDS12–10

National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019



Purpose

'[M]aximise the benefits from the sustainable use of our deepwater fisheries resources and ensure that the health of the aquatic environment is maintained.' (p.8)

Strategy (to achieve the purpose):

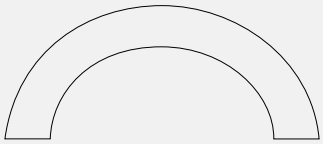
The approach is to target 11 management objectives that are focused on implementing the purpose and principles of the Fisheries Act 1996 and will provide for the utilisation of deepwater fisheries within sustainable limits. (p.12)

Key data

Publication date:	May 2019
Duration:	2019–NK
Number of pages:	40
Signed by:	Not signed
This GDS replaces:	*National Fisheries Plan for Deepwater and Middle-depth Fisheries* (2010)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue a strategy (see Fisheries Act 1996, s 11A) and cited in the GDS

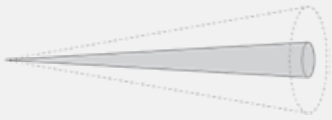
McGuinness Institute analysis

Duration



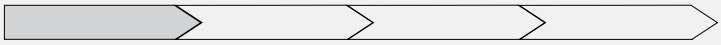
2019 NK

Scope of subject matter



Narrow scope

Climate intelligence



No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

184= out of 195 GDSs

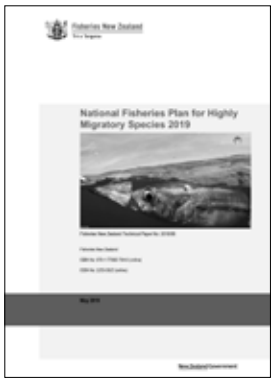
17 out of the 18 GDSs in MPI

55 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	0	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	0	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		21	96

GDS12–11

National Fisheries Plan for Highly Migratory Species



Purpose

'[E]stablishes objectives for the management of New Zealand's HMS fisheries and strategies to achieve them. It also identifies performance indicators in order to monitor the achievement of these objectives.' (p.3)

Strategy (to achieve the purpose):

The plan establishes 10 objectives including:

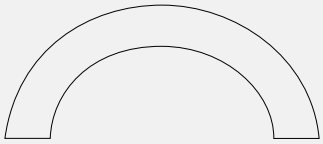
- Supporting viable and profitable commercial highly migratory species (HMS) fisheries in New Zealand
- Maintaining and enhancing world class game fisheries in New Zealand fisheries waters
- Enhancing Māori interests (including customary, commercial, recreational and environmental)
- Maintaining sustainable HMS fisheries within environmental standards. (pp.11–13)

Key data

Publication date:	May 2019
Duration:	2019–NK
Number of pages:	52
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue a strategy (see Fisheries Act 1996, s 11A) and cited in the GDS

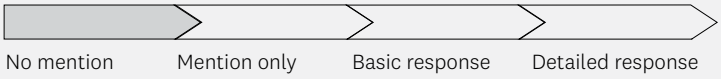
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

131= out of 195 GDSs

13 out of the 18 GDSs in MPI

41 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		39	96

Aquaculture Strategy

Purpose

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

Strategy (to achieve the purpose):

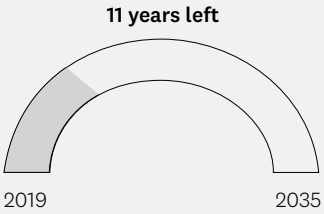
The approach is to maximise the value of existing farms through innovation, and then extend into high-value land-based aquaculture and/or extend aquaculture into the open ocean. (pp.4–5)

Key data

Publication date:	September 2019
Duration:	2019–2035
Number of pages:	20
Signed by:	Crown (Minister of Fisheries)
This GDS replaces:	*Aquaculture Strategy and Five-year Action Plan to Support Aquaculture* (2012)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Not applicable

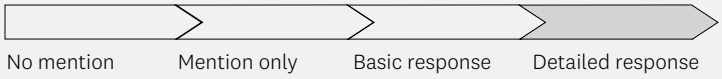
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

99 out of 195 GDSs

9 out of the 18 GDSs in MPI

27 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	3	6
Total		46.5	96

GDS12–13

Cadmium and New Zealand Agriculture and Horticulture

Purpose

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

Strategy (to achieve the purpose):

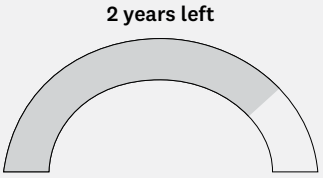
The approach is to manage the risk of cadmium (a naturally occurring heavy metal in soils, of which phosphate fertiliser is the primary source) through research, monitoring, education and supporting practices which enable food standards to be met, and cadmium accumulation in soils to be controlled. (p.2)

Key data

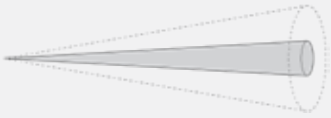
Publication date:	December 2019
Duration:	2019–2026
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	*Cadmium and New Zealand Agriculture and Horticulture* (2011)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Not applicable

McGuinness Institute analysis

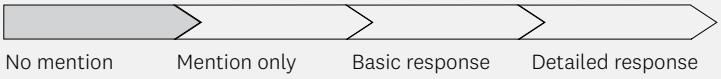
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

4 out of the 18 GDSs in MPI

17= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	7.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		50	96

GDS12–14

National Plan of Action – Seabirds 2020

Purpose

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

Strategy (to achieve the purpose):

The approach is to:

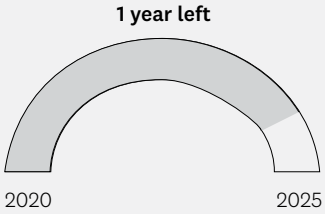
- Avoid bycatch
- Maintain healthy seabird populations
- Undertake research to manage direct effects of fisheries on seabirds
- Actively engage internationally to promote measures and practices that reduce impacts on New Zealand seabirds. (p.12)

Key data

Publication date:	May 2020
Duration:	2020–2025
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	*National Plan of Action – Seabirds* (2013)
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Yes, pp.11–12
Legislation:	Not applicable

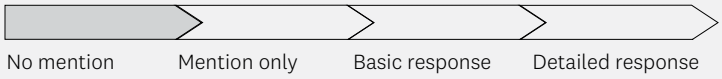
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

111= out of 195 GDSs

11 out of the 18 GDSs in MPI

34= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	0.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		44	96

GDS12–15

Te Kaweka Takohaka mō te Hoiho

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on sustaining and restoring the health of the hoiho population by focusing on 20 strategic priorities, such as ensuring that accurate, usable and accessible data contributes to hoiho conservation. These strategic priorities are guided by six principles that set the foundation for how decisions will be made. (pp.14, 19–27)

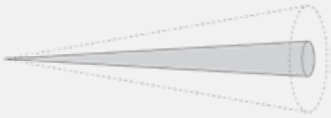
Key data

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

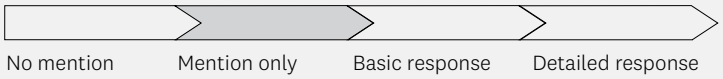
McGuinness Institute analysis

Duration

Scope of subject matter



Climate intelligence



Transparency Scorecard

100= out of 195 GDSs

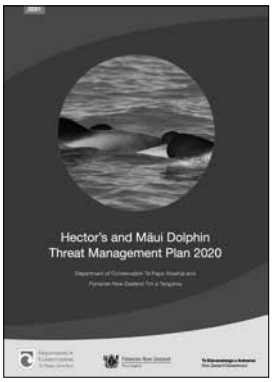
10 out of the 18 GDSs in MPI

28= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		46	96

GDS12–16

Hector's and Māui Dolphin Threat Management Plan 2020



Purpose

'New Zealand's Hector's and Māui dolphin populations are resilient and thriving throughout their natural range.' (p.4)

Strategy (to achieve the purpose):

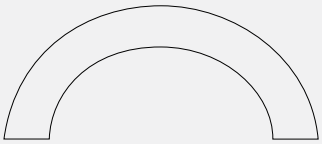
The approach is to identify and implement unique fishing protection measures (e.g. netting and trawling) and non-fishing protection measures (e.g. sanctuaries and tourism). (pp.7–11)

Key data

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

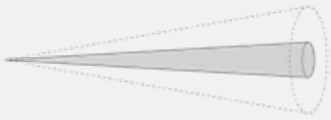
McGuinness Institute analysis

Duration



2021 NK

Scope of subject matter



Narrow scope

Climate intelligence

No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

45= out of 195 GDSs

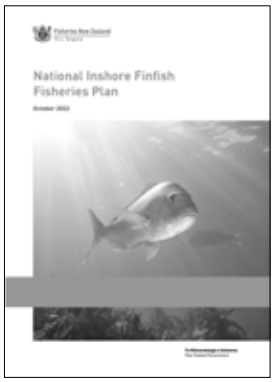
1 out of the 18 GDSs in MPI

9 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	3	6
Total		59	96

GDS12–17

National Inshore Finfish Fisheries Plan



Purpose

'Ensuring the long-term health and resilience of ocean and coastal ecosystems, including the role of fisheries.' (p.10)

Strategy (to achieve the purpose):

The approach has five focus areas:

- Achieving individual stock
- Enhancing benefits for tangata whenua and stakeholders
- Enabling integrated multi-stock management
- Improving local fisheries
- Improving environmental performance. (p.11)

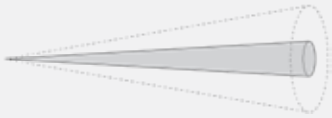
Key data

Publication date:	October 2022
Duration:	2022–2027
Number of pages:	44
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue a strategy (see Fisheries Act 1996, s 11A) and cited in the GDS

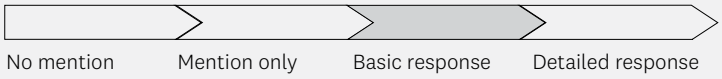
McGuinness Institute analysis

Duration

Scope of subject matter



Climate intelligence



Transparency Scorecard

123= out of 195 GDSs

12 out of the 18 GDSs in MPI

40 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		42	96

GDS12–18

Wallaby Strategy: Achieving a wallaby-free Aotearoa

Purpose

'By 2025 wallabies are contained within designated containment areas' as *'the first step towards the vision of eradication'*. (p.4)

Strategy (to achieve the purpose):

The approach has seven objectives, including that:

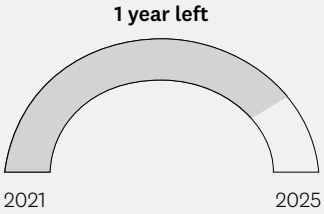
- Wallaby management is effective, cost efficient and co-ordinated
- The ecology and impact of wallabies are understood, and effective surveillance, control and decision support tools are developed, accessible and used
- The rangatiratanga of whānau, hapū and iwi is actively enabled and supported
- New Zealanders are aware of the impacts of wallabies, support the management of wallabies, report sightings accurately and do not transport and release wallabies. (pp.6–7)

Key data

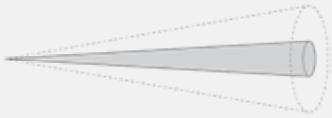
Publication date:	October 2022
Duration:	2021–2025
Number of pages:	29
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

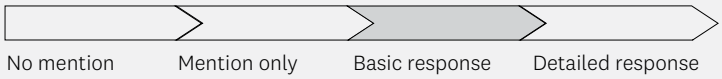
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

47= out of 195 GDSs

2 out of the 18 GDSs in MPI

10 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	3	6
Total		58	96

13

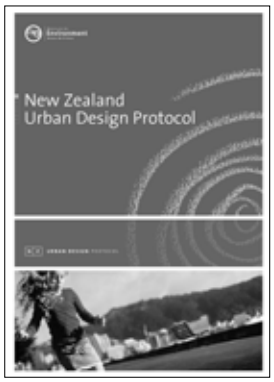
Ministry for Regulation – Te Manatū Waeture

14

Ministry for the Environment – Manatū Mō Te Taiao

GDS14–01

Urban Design Protocol



Purpose

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

Strategy (to achieve the purpose):

The approach is to:

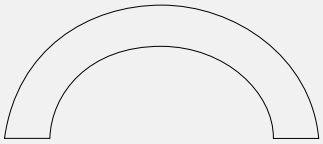
- Create a national cross-sector commitment to quality urban design
- Provide a national resource of tools, actions and experiences
- Set up partnerships between government, the private sector and professionals
- Increase the awareness of quality urban design (including demonstrating its value). (p.5)

Key data

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

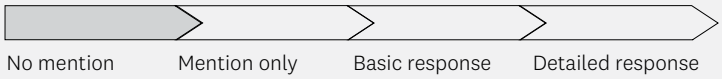
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

7= out of the 10 GDSs in MFE

36= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	3	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS14–02

Clean Healthy Air for All New Zealanders: The national air quality compliance to meet the PM_{10} standard

Clean Healthy Air for All New Zealanders:

The National Air Quality Compliance Strategy to Meet the PM_{10} Standard

Purpose

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

Strategy (to achieve the purpose):

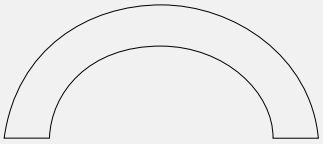
The approach is to promote a toolkit of 'compliance activities' to assist regional councils to meet the ambient PM_{10} standard. It adopts a graduated approach, with activities ranging from education, assisted compliance, advice, reporting and review through to action. (pp.20–22)

Key data

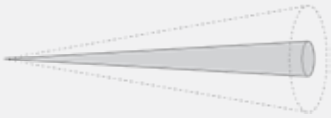
Publication date:	August 2011
Duration:	2011–NK
Number of pages:	68
Signed by:	Crown (Minister for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

104= out of 195 GDSs

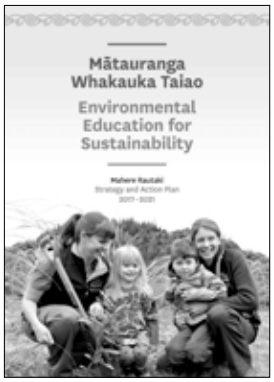
5= out of the 10 GDSs in MFE

31= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	0.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		45	96

GDS14–03

Mātauranga Whakauka Taiao | Environmental Education for Sustainability



Purpose

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

Strategy (to achieve the purpose):

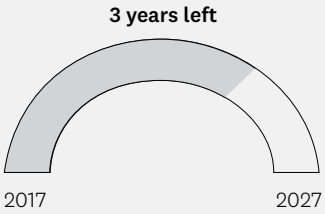
The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand's environment remains healthy and sustainable in the future. (p.7)

Key data

Publication date:	July 2017
Duration:	2017–2027
Number of pages:	36
Signed by:	Crown (Associate Minister of Conservation and Minister for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Yes, p.15
Legislation:	Not applicable

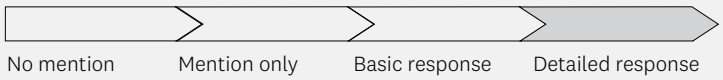
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

7= out of the 10 GDSs in MFE

36= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS14–04

Our Science Strategy | Rautaki Pūtaiao: Valued and trusted science – a framework for change

Purpose

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

Strategy (to achieve the purpose):

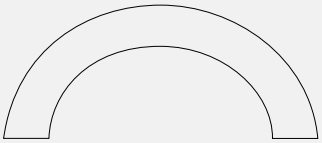
The approach is to focus on four themes (people, tools and processes, collaborations, and conversations), and, where appropriate, to work directly with the Department Science Advisor, the Information Directorate and the Engagement and Procurement teams. (pp.9–18)

Key data

Publication date:	May 2018
Duration:	2018–NK
Number of pages:	18
Signed by:	CE and department staff (other than CE) (Department Science Advisor)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Not applicable

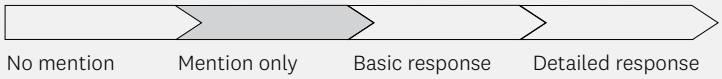
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

135= out of 195 GDSs

9 out of the 10 GDSs in MFE

42= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		38.5	96

GDS14–05

Aotearoa New Zealand's First Emissions Reduction Plan

Purpose

'[T]o contribute to global efforts to limit temperature rise to 1.5 ˚C above pre-industrial levels.' (p.31 [out of 361])

Strategy (to achieve the purpose):

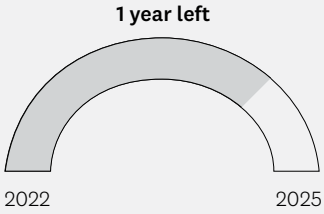
The approach sets out a series of actions under key areas of focus, such as empowering Māori, achieving an equitable transition, working with nature, emissions pricing, funding and finance. (pp.1, 15–22 [out of 361])

Key data

Publication date:	May 2022
Duration:	2022–2025
Number of pages:	361 (merged)
Signed by:	Crown (Prime Minister and Minister of Climate Change) and CE (Secretary for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.14 (out of 361)
Legislation:	Required (see Climate Change Response Act 2002, ss 5ZG–5ZI) and cited in the GDS

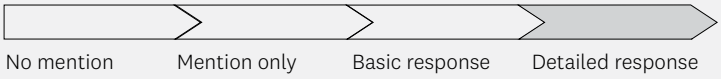
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

1 out of 195 GDSs

1 out of the 10 GDSs in MFE

1 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		90	96

GDS14–06

Aotearoa New Zealand's First National Adaptation Plan

Purpose

'To enable New Zealanders to prepare for and adapt to the impacts of climate change.' (p.12)

Strategy (to achieve the purpose):

The approach sets out many actions under three areas:

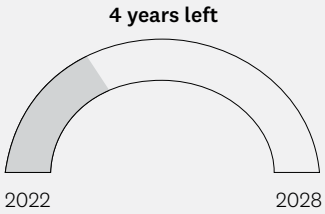
- Enable better risk-informed decisions
- Drive climate-resilient development in the right locations
- Focus on adaptation options, including managed retreat. (p.12)

Key data

Publication date:	August 2022
Duration:	2022–2028
Number of pages:	196
Signed by:	Crown (Minister of Climate Change) and CE (Secretary for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.12, 24
Legislation:	Required (see Climate Change Response Act 2002, ss 5ZS–5ZT) and cited in the GDS

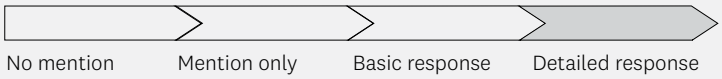
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

16= out of 195 GDSs

3 out of the 10 GDSs in MFE

5 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		74	96

GDS14–07

Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants

Purpose

'[P]rotect human health and the environment from POPs [persistent organic pollutants], by implementing the Convention.' (p.13)

Strategy (to achieve the purpose):

The approach is to:

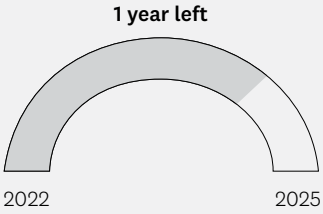
- Comply with the convention and communicate the actions taken to implement it
- Assess current progress in reducing the use of POPs in New Zealand
- Identify actions needed to eliminate and reduce the use of 'new POPs'
- Update and continue to implement New Zealand's action plan for dioxins and other unintentionally produced POPs
- Dispose of POP stockpiles and manage sites contaminated by POPs. (p.13)

Key data

Publication date:	December 2022
Duration:	2022–2025
Number of pages:	88
Signed by:	CE (Secretary for the Environment)
This GDS replaces:	*National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants* (2006)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Hazardous Substances and New Organisms Act 1996, sch 1AA) and cited in the GDS

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

42= out of 195 GDSs

4 out of the 10 GDSs in MFE

7= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		60	96

GDS14–08

Te Rautaki Para | Waste Strategy

Purpose

'[O]ur government sets out a long-term path to achieve the vision of Aotearoa New Zealand in 2050 as a low-emissions, low-waste society, embedding circular economy principles.' (p.6)

Strategy (to achieve the purpose):

The approach covers three areas:

- Waste generation: reduce the amount of material entering the waste management system, by 10 per cent per person
- Waste disposal: reduce the amount of material that needs final disposal, by 30 per cent per person
- Waste emissions: reduce the biogenic methane emissions from waste, by at least 30 per cent. (p.25)

Key data

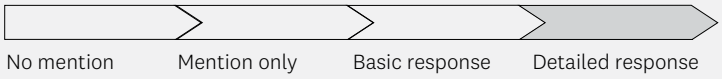
Publication date:	March 2023
Duration:	2023–2050
Number of pages:	56
Signed by:	Crown (Minister for the Environment)
This GDS replaces:	*Waste Strategy* (2010)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.20
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

3 out of 195 GDSs

2 out of the 10 GDSs in MFE

2 out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		85	96

GDS14–09

Responding to a Changing Climate: The Government's climate strategy

Purpose

'[C]reate a future where our communities and our economy thrive by producing fewer emissions and strengthening the way we prepare.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on five main goals:

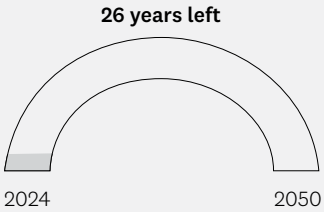
- Delivering a fair and enduring system that prepares New Zealand and clarifies costs
- Pricing emissions fairly and effectively to incentivise emissions reductions
- Doubling renewable energy by 2050 and installing 10,000 public charging points for electric vehicles
- Providing tools and removing barriers for businesses to innovate
- Restoring biodiversity and investigating new ways of harnessing nature to remove emissions from the atmosphere. (p.2)

Key data

Publication date:	July 2024
Duration:	2024–2050
Number of pages:	3
Signed by:	Crown (Minister of Climate Change)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

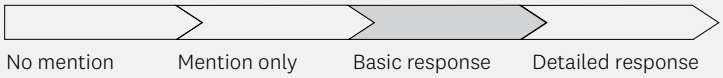
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

175= out of 195 GDSs

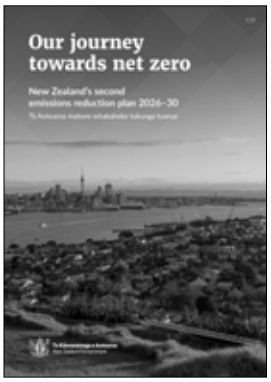
10 out of the 10 GDSs in MFE

52= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	6	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		25	96

GDS14–10

New Zealand's Second Emissions Reduction Plan 2026–30



Purpose

'[D]elivering on our climate change commitments while growing the New Zealand economy ... to meet the second emissions budget (EB2) for the period 2026–30.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on five main goals:

- Deliver resilient infrastructure and communities
- Ensure the climate transition is supported by credible markets
- Provide abundant and affordable clean energy
- Boost the economy through world-leading climate innovation
- Address climate change using nature-based solutions.

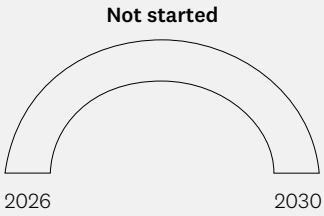
These goals are supported by a range of policies and initiatives to reduce emissions, accelerate the uptake of new technologies and spark innovation. (p.7)

Key data

Publication date:	December 2024
Duration:	2026–2030
Number of pages:	97
Signed by:	Crown (Minister of Climate Change)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Climate Change Response Act 2002, ss 5ZG–5ZI) and cited in the GDS

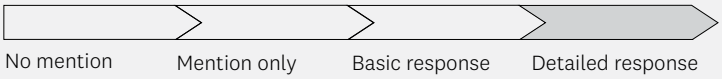
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

104= out of 195 GDSs

5= out of the 10 GDSs in MFE

31= out of the 57 GDSs in the Natural Resources Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	2	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		45	96

15

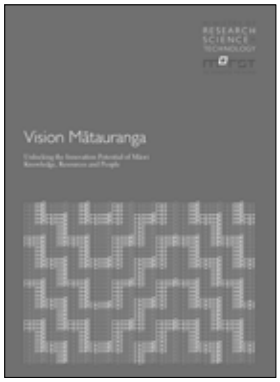
Ministry for Women – Minitatanga mō ngā Wāhine

16

Ministry of Business, Innovation and Employment – Hīkina Whakatutuki

GDS16-01

Vision Mātauranga



Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four research themes:

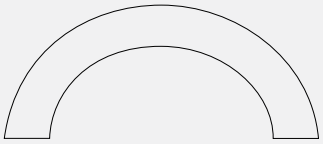
- Indigenous innovation (contributing to economic growth through distinctive research and development)
- Taiao (achieving environmental sustainability through iwi and hapū relationships with land and sea)
- Hauora/oranga (improving health and social wellbeing)
- Mātauranga (exploring indigenous knowledge and research, science and technology). (pp.8–17)

Key data

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

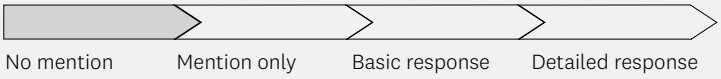
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

138= out of 195 GDSs

7 out of the 16 GDSs in MBIE

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		36.5	96

GDS16–02

He Kai Kei Aku Ringa: The Crown-Māori economic growth partnership

Purpose

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

Strategy (to achieve the purpose):

The approach has three themes:

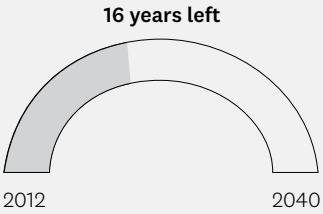
- Education (Government and Māori work together to consider new models of compulsory schooling that better meet Māori needs)
- Natural resources (Government and Māori accelerate discussions on the development of natural resources)
- Māori working together to drive growth (build relationships and manage logistics in export markets). (p.6)

Key data

Publication date:	November 2012
Duration:	2012–2040
Number of pages:	20
Signed by:	Other (Māori Economic Development Panel Chair and Deputy Chair)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.5
Legislation:	Not applicable

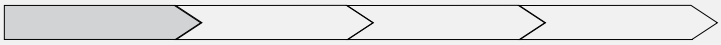
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

3 out of the 16 GDSs in MBIE

6= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS16–03

Refugee Settlement: New Zealand resettlement strategy

Purpose

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

Strategy (to achieve the purpose):

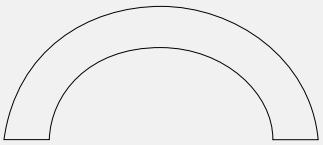
The approach is in stages; only the first year is outlined. This includes putting in place measures that show whether Immigration New Zealand is making progress towards five goals. These include working to ensure the right support is available for refugees before they arrive in New Zealand and placing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

Key data

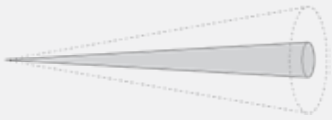
Publication date:	December 2012
Duration:	2012–NK
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

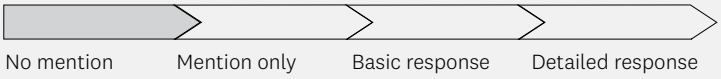
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

182= out of 195 GDSs

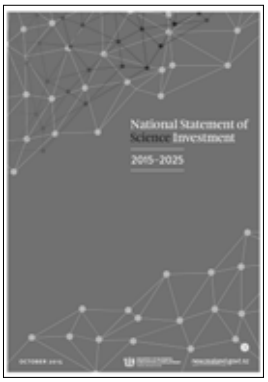
13 out of the 16 GDSs in MBIE

15 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	3.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		22	96

GDS16–04

National Statement of Science Investment 2015–2025



Purpose

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

Strategy (to achieve the purpose):

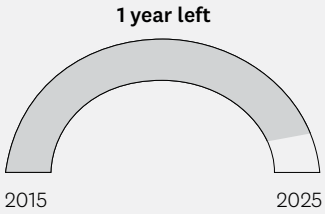
The approach is broad (e.g. helping ensure the national science challenges deliver), but contains some detail (e.g. making the contestable fund a single, more agile and responsive fund). Note: The NSSI will be refreshed every three years to reflect progress and the funding needs of the science system.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

Key data

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

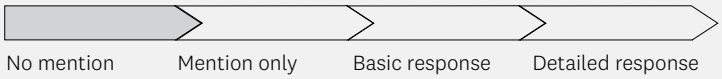
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

50= out of 195 GDSs

1 out of the 16 GDSs in MBIE

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		57	96

GDS16–05

Health Research Strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities (and implement specific actions):

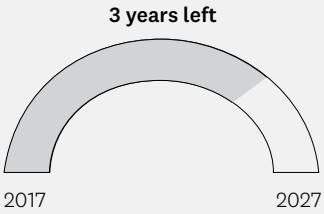
- Invest in excellent health research
- Create a vibrant research environment in the health sector
- Build and strengthen pathways for translating research findings into policy and practice
- Advance innovative ideas and commercial opportunities. (p.10)

Key data

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

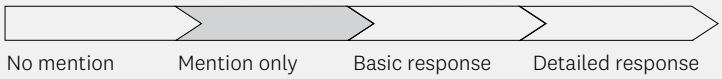
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

123= out of 195 GDSs

4= out of the 16 GDSs in MBIE

8= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	3	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		42	96

GDS16–06

Health and Safety at Work Strategy 2018–2028

Purpose

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

Strategy (to achieve the purpose):

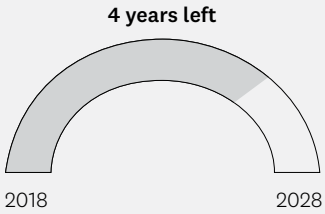
The approach concentrates on two goals. The first goal is to focus on what will make the biggest impact. It includes three priorities: better management of work-related health risks; businesses with greater need (including sectors with the highest harm and small business); and workers with greater need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

Key data

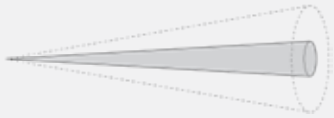
Publication date:	December 2018
Duration:	2018–2028
Number of pages:	7
Signed by:	Crown (Minister for Workplace Relations and Safety)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.4
Legislation:	Required (see Health and Safety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

McGuinness Institute analysis

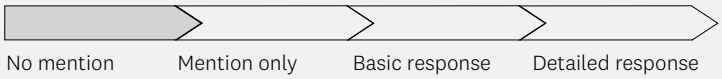
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

178= out of 195 GDSs

12 out of the 16 GDSs in MBIE

12 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2.5	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		24	96

GDS16–07

Conformance System Strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four areas:

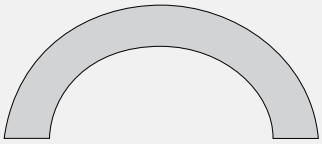
- Organisational performance and governance
- Regulatory quality and practice
- Partnerships for skills and value
- International connections. (pp.6–7)

Key data

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

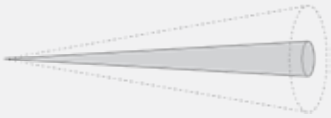
McGuinness Institute analysis

Duration



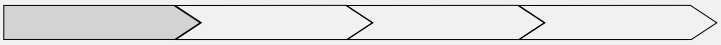
2019 — 2022 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

191= out of 195 GDSs

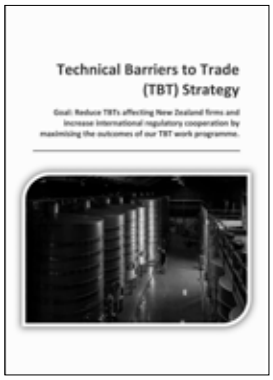
15 out of the 16 GDSs in MBIE

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	1	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	0	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		16	96

GDS16–08

Technical Barriers to Trade (TBT) Strategy



Purpose

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

Strategy (to achieve the purpose):

The approach is to provide a more effective TBT work programme across five focus areas:

- Negotiating free trade agreements
- Implementing free trade agreements
- Participating in the World Trade Organization TBT Committee
- Operating the World Trade Organization TBT Enquiry Point
- Evaluating the work programme.

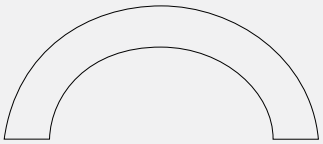
Each focus area lists a number of related action points. (pp.10–19)

Key data

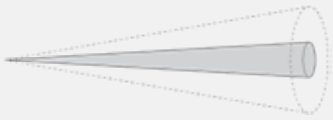
Publication date:	NK 2019
Duration:	2018–NK
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

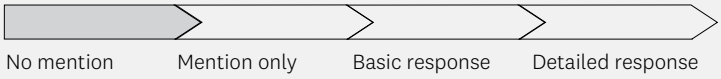
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

150= out of 195 GDSs

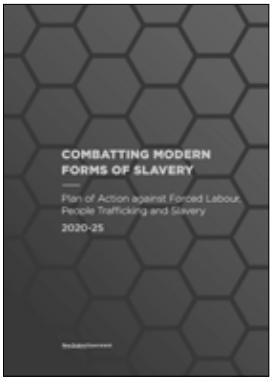
8 out of the 16 GDSs in MBIE

12= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		33	96

GDS16–09

Combatting Modern Forms of Slavery



Purpose

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

Strategy (to achieve the purpose):

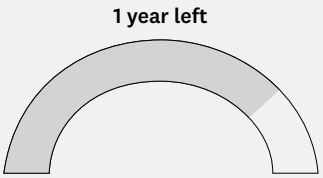
The approach is to strengthen three main objectives (prevention, protection and enforcement), and provide an updated framework outlining the actions and responsibilities of the relevant entities. (foreword)

Key data

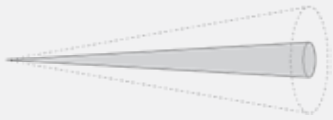
Publication date:	December 2020
Duration:	2020–2025
Number of pages:	29
Signed by:	Crown (Minister for Workplace Relations and Safety)
This GDS replaces:	*Plan of Action to Prevent People Trafficking* (2009)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

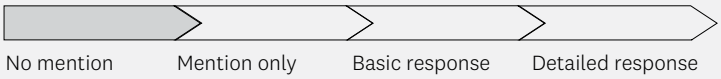
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

123= out of 195 GDSs

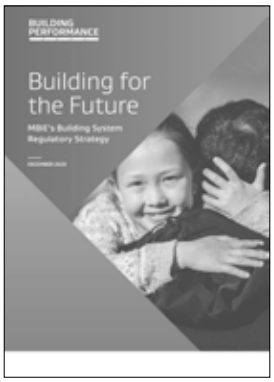
4= out of the 16 GDSs in MBIE

8= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	6.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		42	96

GDS16–10

Building for the Future: MBIE's building system regulatory strategy



Purpose

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

Strategy (to achieve the purpose):

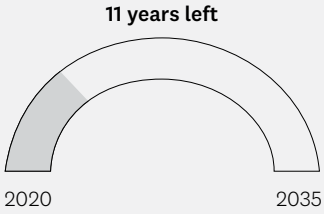
The approach is for MBIE to act as the central regulator for building work, leveraging tools such as laws, compliance, enforcement and partnerships. (p.8)

Key data

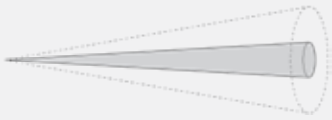
Publication date:	December 2020
Duration:	2020–2035
Number of pages:	21
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.2
Legislation:	Not applicable

McGuinness Institute analysis

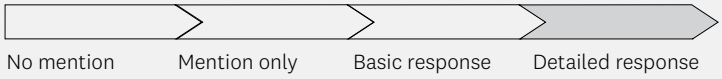
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

161= out of 195 GDSs

9 out of the 16 GDSs in MBIE

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	3	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		29	96

GDS16–11

MBIE's Regulatory Systems Stewardship Strategy 2023–2028

Purpose

'[C]reate and maintain regulatory systems that prevent harm and enable Aotearoa New Zealand's people, businesses, and future generations to thrive.' (p.14)

Strategy (to achieve the purpose):

The approach is to focus on six complementary, inter-related strategic responses, each with a number of workstreams. These strategic responses are:

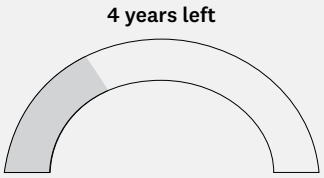
- Embedding formal system leadership
- Lifting core people capability
- Enhancing the design of regulatory policy and implementation
- Embedding proactive system management
- Building knowledge to empower regulatory stewardship
- Engaging with cross-system issues and opportunities. (pp.16–17)

Key data

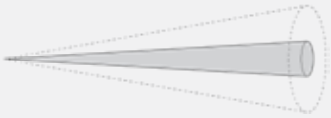
Publication date:	March 2023
Duration:	2023–2028
Number of pages:	36
Signed by:	CE (Secretary for Business, Innovation and Employment and Chief Executive)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.14–15
Legislation:	Not applicable

McGuinness Institute analysis

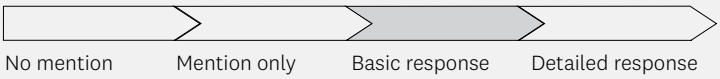
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

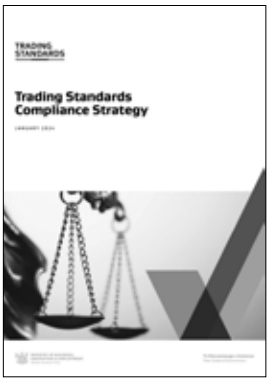
2 out of the 16 GDSs in MBIE

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		50	96

GDS16–12

Trading Standards Compliance Strategy



Purpose

'[W]ork with Aotearoa businesses to protect consumers and build market confidence by promoting a level playing field for business, which supports domestic and international trade.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities:

- Review and learn from outcomes to enhance the regulatory setting
- Work with stakeholders to establish fair and risk-based regulatory settings
- Identify a response based on the level of harm (or potential harm) and the characteristics of the parties involved
- Process complaints, proactively detect non-compliance and assess related risks.

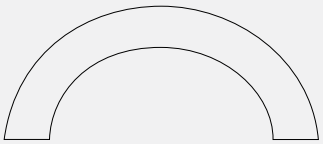
These priorities are supported by three themes: education and engagement, consistency and trust, and knowledge and evidence-based. (p.5)

Key data

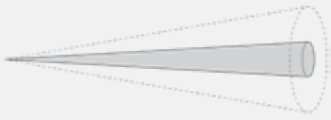
Publication date:	January 2024
Duration:	2024–NK
Number of pages:	17
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

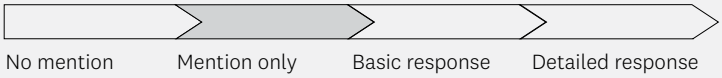
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

187= out of 195 GDSs

14 out of the 16 GDSs in MBIE

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

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	2	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		19	96

GDS16–13

Employment Action Plan

Purpose

'[S]upport people … to use their skills so that people can lead happier, healthier and more productive lives, contribute to the economy, support communities, businesses, industries and sectors and share in New Zealand's prosperity.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on three main goals:

- Help people get into and stay in work
- Support people to gain skills to succeed in work
- Improve employers' access to skills, employees' access to jobs, and enable students and employees to make informed decisions about investing in their skills.

These goals are supported by 12 actions including:

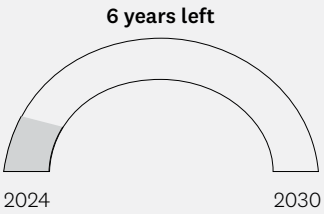
- Addressing persistent disadvantage
- Reforming the vocational education and training system
- Making changes to work visas. (pp.7–10)

Key data

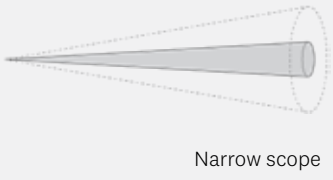
Publication date:	August 2024
Duration:	2024–2030
Number of pages:	18
Signed by:	Crown (Minister for Social Development and Employment)
This GDS replaces:	*Employment Strategy* (2022)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

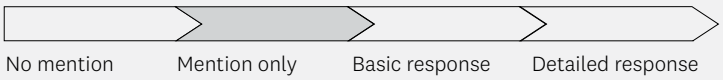
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

166= out of 195 GDSs

10= out of the 16 GDSs in MBIE

16= out of the 20 GDSs in the Economic Development and Infrastructure Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	6	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		28	96

GDS16–14

Major Events Strategy

Purpose

'New Zealand is internationally recognised as a desirable major events destination, delivering worldclass events that generate economic and social outcomes, enhance our global reputation, and enrich the lives of New Zealanders.' (p.1)

Strategy (to achieve the purpose):

The approach is to apply five strategic priorities when investing in major events:

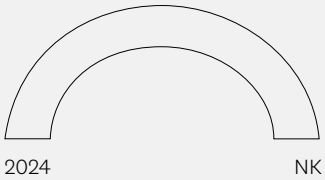
- Securing economic benefits
- Driving international exposure
- Building national pride
- Enhancing New Zealand's reputation
- Advancing government priorities. (p.1)

Key data

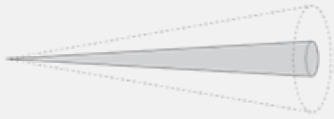
Publication date:	August 2024
Duration:	2024–NK
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	*Government Tourism Strategy* (2019) (This strategy is still active under DOC, see p.26)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

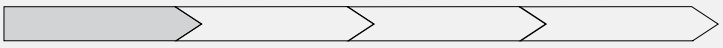
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

195 out of 195 GDSs

16 out of the 16 GDSs in MBIE

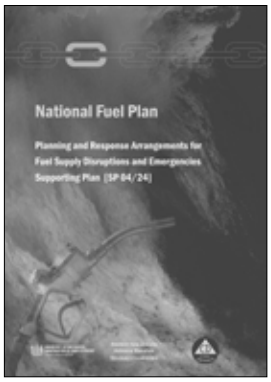
20 out of the 20 GDSs in the Economic Development and Infrastructure Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		10	96

GDS16–15

2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]



Purpose

'[T]o minimise the effects of a fuel supply disruption on New Zealand, whatever the cause, as far as reasonably practicable.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on three main goals:

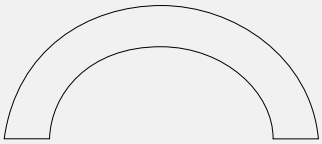
- Provide an agreed planning framework between government agencies, Civil Defence Emergency Management Groups and fuel sector organisations to respond to major disruptions to fuel supplies
- Document agreed communication and coordination arrangements at the national level for response operations during major disruption of fuel supplies
- Support the implementation of regional fuel supply arrangements. (p.2)

Key data

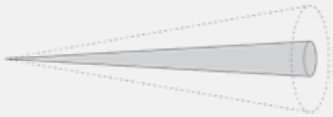
Publication date:	August 2024
Duration:	2024–NK
Number of pages:	79
Signed by:	Department staff (other than CE) (Deputy CE) and other (Director of CDEM)
This GDS replaces:	*2020 National Fuel Plan* (2020)
Jointly held with:	DPMC
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue (see Civil Defence Emergency Management Act 2002, s 9(3)) and cited in the GDS

McGuinness Institute analysis

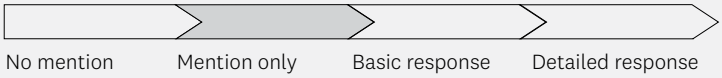
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

131= out of 195 GDSs

6 out of the 16 GDSs in MBIE

10 out of the 20 GDSs in the Economic Development and Infrastructure Secto

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	2	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	4	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		39	96

GDS16–16

Space and Advanced Aviation Strategy 2024–2030

Purpose

'[S]upport the growth and development of New Zealand's space and advanced aviation sectors, contributing to enhanced productivity and a growing economy.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on five main goals:

- Develop sovereign space capabilities with a national space mission
- Establish a world-leading regulatory environment for space and advanced aviation
- Unlock trade and investment
- Build an aerospace-capable workforce
- Accelerate aerospace innovation.

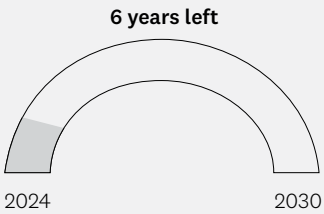
These goals are guided by four principles that inform New Zealand's international space engagements and development of space policies. (pp.7–8, 10–11)

Key data

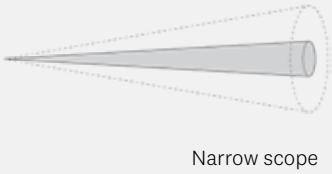
Publication date:	September 2024
Duration:	2024–2030
Number of pages:	16
Signed by:	Crown (Minister for Space)
This GDS replaces:	*Aerospace Strategy | Te Rautaki Ātea-ārangi* (2023)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

166= out of 195 GDSs

10= out of the 16 GDSs in MBIE

16= out of the 20 GDSs in the Economic Development and Infrastructure Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	0	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	3	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		28	96

17

Ministry of Defence – Manatū Kaupapa Waonga

GDS17–01

Defence Capability Plan 2019

Purpose

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

Strategy (to achieve the purpose):

The approach is to provide an indicative investment plan for Defence Force capabilities to 2030, including planned investments in air, maritime, land and information capabilities. (pp.2–3)

Key data

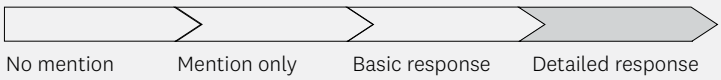
Publication date:	June 2019
Duration:	2019–2030
Number of pages:	44
Signed by:	Crown (Minister of Defence)
This GDS replaces:	*Defence Capability Plan 2016* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

81 out of 195 GDSs

2 out of the 2 GDSs in MOD

5 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	3.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		49.5	96

GDS17–02

Defence Policy and Strategy Statement 2023

Purpose

'We will act early and deliberately in pursuing and protecting our defence interests, particularly in and for the Pacific.' (pp.10–11 [out of 48])

Strategy (to achieve the purpose):

The approach is to:

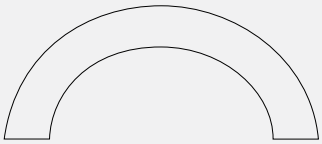
- Understand – increase awareness of strategic and operating environments by maximising the use of defence capabilities and technologies
- Partner – improve and enhance partnerships to support collective security approaches and maximise interoperability with security partners
- Act – promote and protect New Zealand's interests by shaping the security environment with a credible, combat-capable, deployable force. (pp.10–11 [out of 48])

Key data

Publication date:	August 2023
Duration:	2023–NK
Number of pages:	48 (merged)
Signed by:	Crown (Minister of Defence)
This GDS replaces:	*Strategic Defence Policy Statement* (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.10–11 (out of 48)
Legislation:	Not applicable

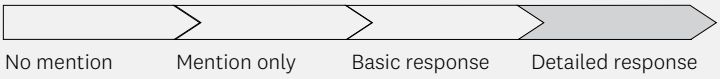
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

45= out of 195 GDSs

1 out of the 2 GDSs in MOD

3 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		59	96

18

Ministry of Disabled People – Whaikaha

GDS18–01

Disability Strategy 2016–2026

Purpose

'New Zealand is a non-disabling society – a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen.' (p.6)

Strategy (to achieve the purpose):

The approach is structured around eight desired outcomes, summarised as: education; employment and economic security; health and wellbeing; rights protection and justice; accessibility; attitudes; choice and control; and leadership.

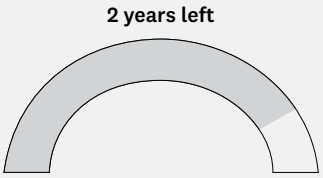
Each outcome has two parts: a vision of the future which sets the aspiration, and how this future will be attained. (pp.22–39, 46–47)

Key data

Publication date:	November 2016
Duration:	2016–2026
Number of pages:	52
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	*Disability Strategy 2001* (2001), originally held by MOH
Jointly held with:	Not applicable
Transferred from:	MOH and MSD
Strategy map:	Yes, pp.8, 22
Legislation:	Not applicable

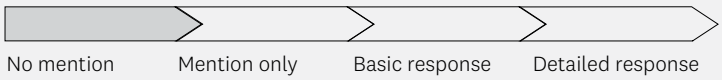
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

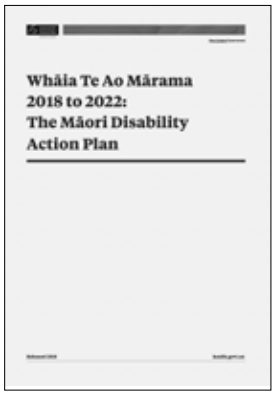
1= out of the 4 GDSs in MDP

10= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		50	96

GDS18–02

Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan



Purpose

'[T]āngata whaikaha pursue a good life with support … Whāia Te Ao Mārama is aligned with the vision and principles of enabling good lives and transforming the disability support system, which offer disabled people greater choice and control over the supports they receive, so that they can plan for the lives they want.' (p.1)

Strategy (to achieve the purpose):

The approach is to work with tāngata whaikaha (Māori with disabilities) to achieve six goals. These are that by 2022, tāngata whaikaha will:

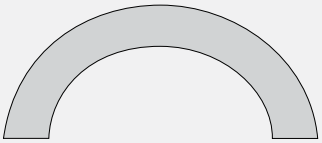
- Participate in the development of health and disability services
- Have control over their disability support
- Participate in te ao Māori
- Participate in their community
- Receive disability support services that are responsive to te ao Māori
- Have informed and responsive communities. (p.8)

Key data

Publication date:	March 2018
Duration:	2018–NK (was initially 2022)
Number of pages:	18
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	MOH
Strategy map:	Not found
Legislation:	Not applicable

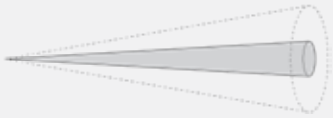
McGuinness Institute analysis

Duration



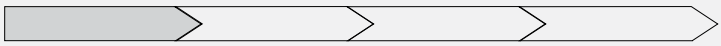
2018 — 2022 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

159 out of 195 GDSs

4 out of the 4 GDSs in MDP

28 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	4.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		30	96

GDS18–03

Sign Language Strategy 2018–2023

Purpose

'[T]o enable Deaf and other NZSL users to learn and use NZSL naturally within a community of users, contributing significantly to its survival, sustainability and vitality.' (p.5)

Strategy (to achieve the purpose):

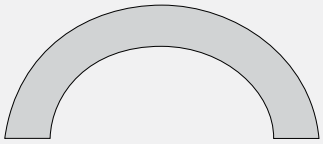
The approach is to focus on five internationally recognised language planning priorities: acquisition (the learning of a language by children and adults); use/access (the ability to use a language in any or all domains of society, including within whānau); attitude (the beliefs and opinions of language users and others towards that language); documentation (the systematic recording of language use for research and reference); and status (how a language is regarded by its users and others). (pp.10–16)

Key data

Publication date:	October 2018
Duration:	2018–NK (was initially 2023)
Number of pages:	25
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	MSD
Strategy map:	Not found
Legislation:	Not applicable

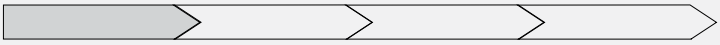
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

1= out of the 4 GDSs in MDP

10= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		50	96

GDS18–04

Disability Action Plan 2019–2023

Purpose

'To deliver the eight outcomes in the New Zealand Disability Strategy 2016–2026.' (p.3)

Strategy (to achieve the purpose):

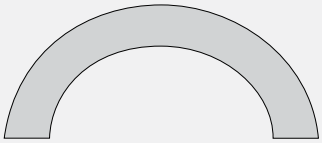
The approach involves 25 work programmes, to be delivered by 14 government agencies and their partners. These programmes are expected to be responsive to the needs and potential of all disabled people, including Māori, Pacific peoples, women and girls, disabled people with complex needs, and whānau. (p.5)

Key data

Publication date:	November 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	*Disability Action Plan 2014–2018* (2014)
Jointly held with:	Not applicable
Transferred from:	MSD
Strategy map:	Yes, pp.8–9
Legislation:	Not applicable

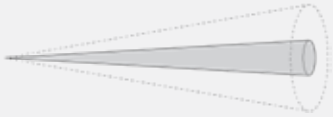
McGuinness Institute analysis

Duration



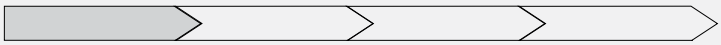
2019 — 2023 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

157= out of 195 GDSs

3 out of the 4 GDSs in MDP

27 out of the 29 GDSs in the Social Services and Community Sector

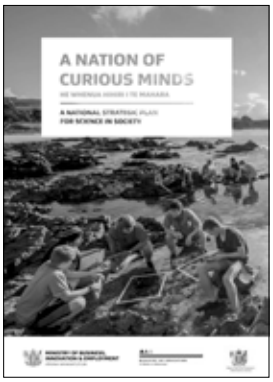
		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	1	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		31	96

19

Ministry of Education – Te Tāhuhu o Te Mātauranga

GDS19–01

Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society



Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on three strategic action areas:

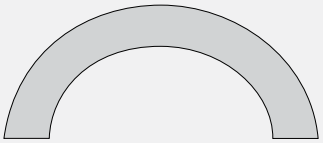
- Enhancing the role of education (e.g. stronger links between STEM educators, learners, scientists and technologists)
- The public engaging with science (e.g. encouraging high-quality science)
- The science sector engaging with the public (e.g. ensuring scientists know how to make research accessible). (pp.23–31, 38)

Key data

Publication date:	July 2014
Duration:	2014–NK (was initially 2024)
Number of pages:	52
Signed by:	Crown (Minister of Science and Innovation and Minister of Education)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Not applicable

McGuinness Institute analysis

Duration

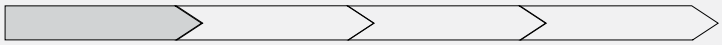


2014 — 2024 (but still active)

Scope of subject matter

Wide scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

68= out of 195 GDSs

5 out of the 14 GDSs in MOE

5 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	5.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3.5	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		51	96

GDS19–02

The International Student Wellbeing Strategy

Purpose

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

Strategy (to achieve the purpose):

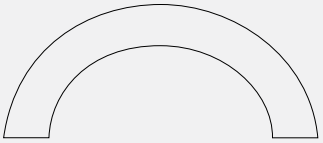
The approach is to support international students by increasing their safety and wellbeing both culturally and economically, ensuring they can access high-quality education, and are valued for their contribution to New Zealand. Specific examples include ensuring students have access to safe and reliable transport and to information about social, cultural and religious services. (p.7)

Key data

Publication date:	June 2017
Duration:	2017–NK
Number of pages:	12
Signed by:	Crown (Minister for Tertiary Education, Skills and Employment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.7
Legislation:	Not applicable

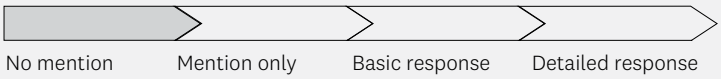
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

180= out of 195 GDSs

12= out of the 14 GDSs in MOE

13= out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	2.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		22.5	96

GDS19-03

Learning Support Action Plan 2019–2025

Purpose

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

Strategy (to achieve the purpose):

The approach is to target specialist learners' educational needs through six priority areas:

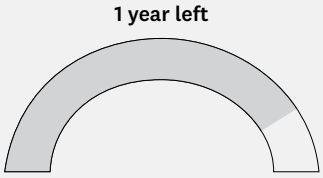
- Introducing Learning Support Coordinators in schools and kura
- Screening to enable teachers and other educators to identify and respond to children's learning support needs earlier
- Strengthening early intervention
- Providing additional, more flexible supports for neurodiverse children and young people
- Increasing access to supports for gifted children and young people
- Improving education for children and young people at risk of disengaging. (p.6)

Key data

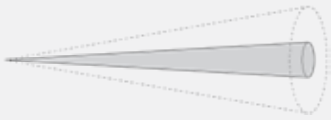
Publication date:	July 2019
Duration:	2019–2025
Number of pages:	48
Signed by:	Crown (Minister and Associate Minister of Education)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.14–15
Legislation:	Not applicable

McGuinness Institute analysis

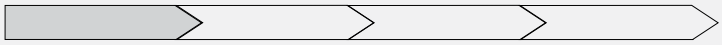
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

100= out of 195 GDSs

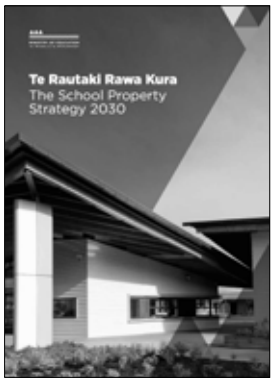
8 out of the 14 GDSs in MOE

8 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		46	96

GDS19–04

Te Rautaki Rawa Kura | The School Property Strategy 2030



Purpose

'[H]elp us carry out [our] stewardship role and improve the quality of school property for the enduring benefit of learners/ākonga and their families and whānau, teachers and school leaders, and local communities.' (p.6)

Strategy (to achieve the purpose):

The approach is to focus on a series of actions, including:

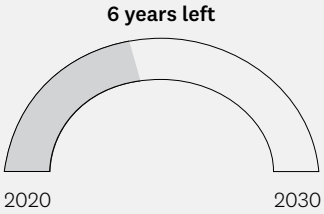
- Establishing quality learning environment standards, carrying out assessments against these standards and investing in interventions where these are below standard
- Implementing the construction category procurement strategy
- Developing the asset management planning and investment frameworks
- Developing the asset management information systems. (p.36)

Key data

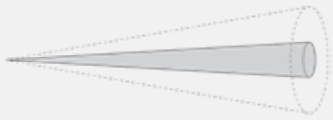
Publication date:	June 2020
Duration:	2020–2030
Number of pages:	48
Signed by:	Department staff (other than CE) (Head of Education Infrastructure Service)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.2–3
Legislation:	Not applicable

McGuinness Institute analysis

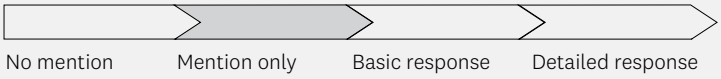
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

50= out of 195 GDSs

3 out of the 14 GDSs in MOE

3 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		57	96

GDS19–05

Ka Hikitia – Ka Hāpaitia: The Māori education strategy

Purpose

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

Strategy (to achieve the purpose):

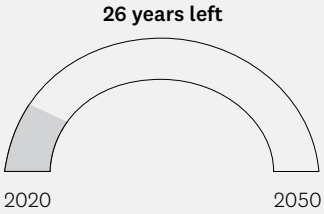
The approach is to provide an organising framework to prioritise cross-agency actions focused on achieving educational success for Māori over the long term. This approach is guided by five principles, for example, ensuring Māori learners and their whānau have a strong sense of belonging across the education system and giving practical effect to Te Tiriti o Waitangi in the education system. (p.5)

Key data

Publication date:	July 2020
Duration:	2020–2050
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.1, 5
Legislation:	Not applicable

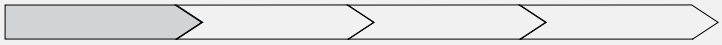
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

168= out of 195 GDSs

10 out of the 14 GDSs in MOE

10 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		27	96

GDS19–06

Tau Mai te Reo – The Māori Language in Education Strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on seven key actions relating to Māori language in education:

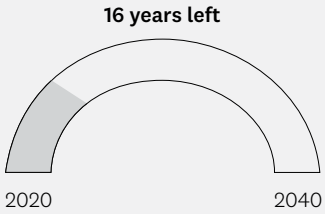
- Stimulating demand among learners and whānau
- Giving clear directions to education services
- Growing the Māori language education workforce
- Providing high quality resources to support teaching and learning
- Ensuring learners have access; providing system stewardship in support
- Supporting learners and whānau to build strong connections with Māori language in education services. (p.4)

Key data

Publication date:	July 2020
Duration:	2020–2040
Number of pages:	4
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.1, 3
Legislation:	Not applicable

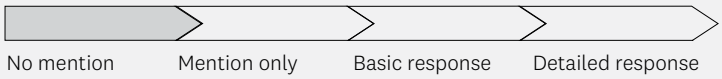
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

186 out of 195 GDSs

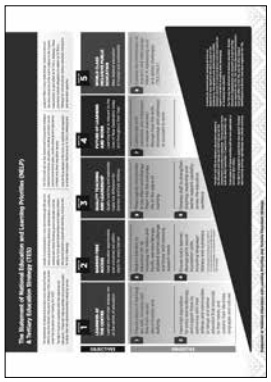
14 out of the 14 GDSs in MOE

16 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	3	6
Total		20	96

GDS19–07

Statement of National Education and Learning Priorities



Purpose

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

Strategy (to achieve the purpose):

The approach focuses on seven priority areas:

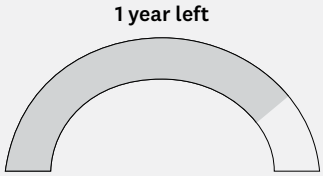
- Ensure places of learning are safe and inclusive
- Have high aspirations for every learner and support these aspirations
- Reduce barriers to education for all
- Ensure all learners have a strong foundation in literacy, language and numeracy
- Incorporate tikanga Māori and te reo Māori
- Strengthen staff teaching and leadership capabilities to support diverse students
- Collaborate with partners to support learners on their journey from education to work. (p.1)

Key data

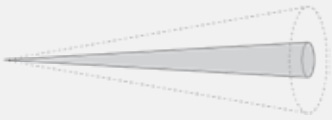
Publication date:	November 2020
Duration:	2020–2025
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	May issue a strategy (see Education and Training Act 2020, s 5) and cited in the GDS

McGuinness Institute analysis

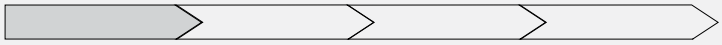
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

177 out of 195 GDSs

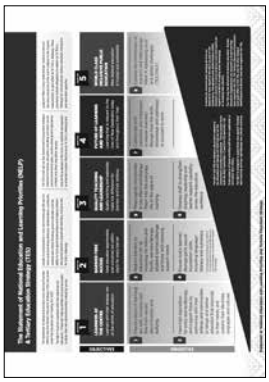
11 out of the 14 GDSs in MOE

11 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		24.5	96

GDS19–08

Tertiary Education Strategy



Purpose

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

Strategy (to achieve the purpose):

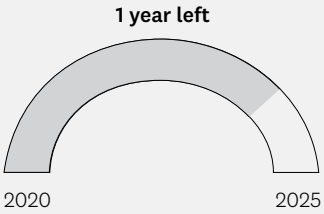
The approach focuses on eight priority areas to support tertiary students: ensure places of learning are safe and inclusive; have high aspirations for every learner and support these aspirations; reduce barriers to education for all; ensure all learners have a strong foundation in literacy, language and numeracy; incorporate tikanga Māori and te reo Māori; strengthen staff teaching and leadership capabilities to support diverse students; collaborate with partners to support learners on their journey from education to work; and enhance the contribution of research and mātauranga Māori in addressing local and global challenges. (p.1)

Key data

Publication date:	November 2020
Duration:	2020–2025
Number of pages:	3
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	Required (see Education and Training Act 2020, s 7) and cited in the GDS

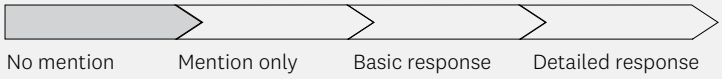
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

180= out of 195 GDSs

12= out of the 14 GDSs in MOE

13= out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		22.5	96

GDS19–09

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

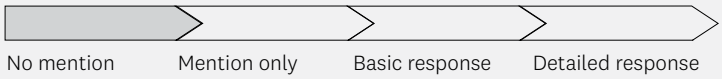
Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	DOC, MOH, MOJ, TPK, MSD and OT
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

2 out of the 14 GDSs in MOE

2 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		68	96

GDS19–10

Hei Raukura mō te Mokopuna Strategy

Purpose

'[P]romote and enhance a mātauranga and kaupapa Māori understanding of te reo matatini and pāngarau across the curriculum. This is expected to result in increased well being, higher educational outcomes and qualifications, and better job opportunities for mokopuna.' (p.5)

Strategy (to achieve the purpose):

The approach is to achieve a set of goals, including:

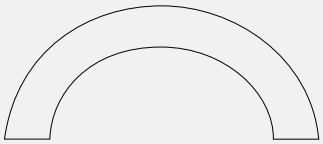
- Reclaiming the meaning of te reo matatini to reflect its original intent and clarify its contribution to Te Tamaiti Hei Raukura
- Emphasising the importance of te reo matatini for meeting iwi aspirations for language revitalisation and regeneration
- Imagining the 'wāhanga ako of Te Marautanga o Aotearoa as tīrewa ako in Te Tīrewa Marautanga from understandings gained from the development of tīrewa ako for reo-ā-waha, pānui, tuhituhi, and pāngarau (kia rangatira te reo)'. (p.7)

Key data

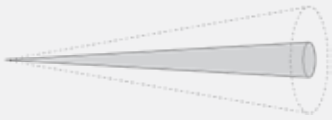
Publication date:	February 2022
Duration:	2022–NK
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

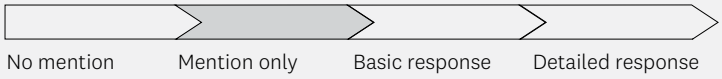
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

104= out of 195 GDSs

9 out of the 14 GDSs in MOE

9 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		45	96

GDS19–11

International Education Strategy 2022–2030

Purpose

'[D]elivering good education outcomes for international students, global opportunities for domestic students and our educational institutions, as well as economic, social and cultural benefits for all of New Zealand.' (p.2)

Strategy (to achieve the purpose):

The approach is to apply two focus areas to three overarching goals. The focus areas are:

- Helping providers of international education to build back onshore offerings
- Building a new international education future.

The overarching goals are:

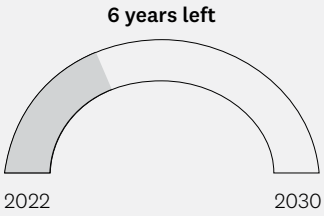
- Delivering an excellent education and student experience
- Ensuring international education is sustainable and resilient
- Developing global citizens. (pp.2, 7, 9–10, 13)

Key data

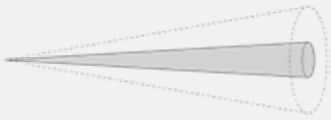
Publication date:	August 2022
Duration:	2022–2030
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	*International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030* (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.2
Legislation:	May issue a strategy (see Education and Training Act 2020, s 8) but not cited in the GDS

McGuinness Institute analysis

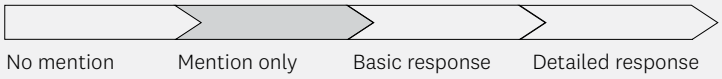
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

59= out of 195 GDSs

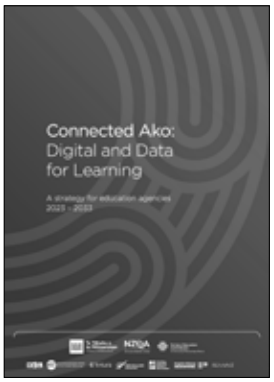
4 out of the 14 GDSs in MOE

4 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		53	96

GDS19–12

Connected Ako: Digital and data for learning



Purpose

'[T]o guide the digital and data direction of New Zealand Government education agencies.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on three areas, each with a series of critical initiatives:

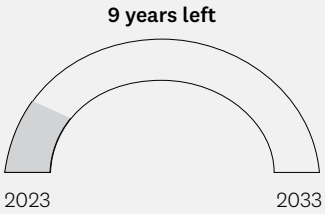
- Connection: Te ao Māori in digital design; using data to make a difference; and safe and effective digital services
- Commitment: Engaging widely and effectively, and showing future-focused leadership
- Capability: Transformation of learning, teaching, assessment and research. (p.8)

Key data

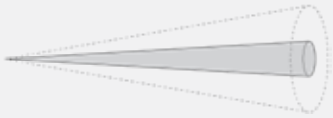
Publication date:	June 2023
Duration:	2023–2033
Number of pages:	64
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.10
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

72= out of 195 GDSs

6= out of the 14 GDSs in MOE

6= out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		50	96

GDS19–13

Action Plan for Pacific Education

Purpose

'[W]e will achieve system change to better support Pacific learners and families … in Aotearoa, New Zealand.' (p.7)

Strategy (to achieve the purpose):

The approach is to focus on achieving five key system shifts, including:

- Working reciprocally with diverse Pacific communities
- Confronting systemic racism and discrimination in education
- Enabling every teacher, leader and educational professional to take coordinated action to become culturally competent with diverse Pacific learners
- Partnering with families to design education opportunities together with teachers, leaders and educational professionals
- Growing, retaining and valuing highly competent teachers, leaders and educational professionals with diverse Pacific heritage. (pp.8–9)

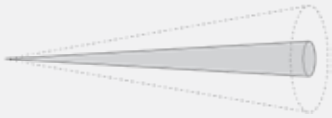
Key data

Publication date:	July 2023
Duration:	2020–2030
Number of pages:	88
Signed by:	Crown (Associate Minister of Education)
This GDS replaces:	*Action Plan for Pacific Education 2020–2030* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.8–9
Legislation:	Not applicable

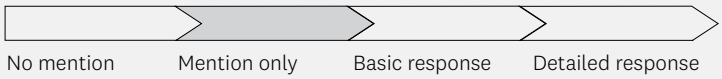
McGuinness Institute analysis

Duration

Scope of subject matter



Climate intelligence



Transparency Scorecard

23= out of 195 GDSs

1 out of the 14 GDSs in MOE

1 out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		69	96

GDS19–14

Approach to Improving Attendance in Schools

Purpose

'[A]ddressing the crisis that is New Zealand's current student attendance level in schools.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on four immediate goals:

- Shifting public attitudes and behaviours towards school attendance through public messaging
- Publishing more frequent attendance data
- Clarifying expectations around attendance to school Boards
- Ensuring local supports for schools in supporting attendance are effective and efficient.

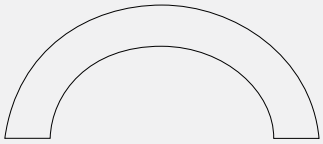
These are supplemented with five further goals which will investigate the possibility of greater systematic change. (p.2)

Key data

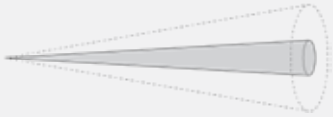
Publication date:	May 2024
Duration:	2024–NK
Number of pages:	20
Signed by:	Crown (Associate Minister of Education)
This GDS replaces:	*Attendance and Engagement Strategy* (2022)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

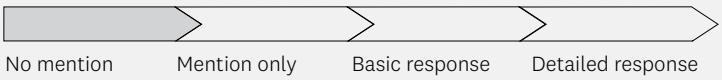
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

6= out of the 14 GDSs in MOE

6= out of the 16 GDSs in the Education and Workforce Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	8	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		50	96

20

Ministry of Foreign Affairs and Trade – Manatū Aorere

GDS20–01

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

Purpose

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

Strategy (to achieve the purpose):

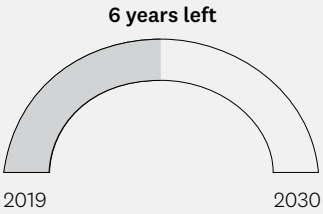
The approach aims to integrate environmental, diplomatic, trade, and security cooperation through MFAT's policy goals. (p.1)

Key data

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

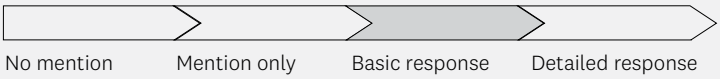
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

189 out of 195 GDSs

6 out of the 7 GDSs in MFAT

10 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		18	96

GDS20–02

Gender Action Plan 2021–25

Purpose

'[A]dvancing gender equality and women's empowerment.' (p.1)

Strategy (to achieve the purpose):

The approach focuses on three areas:

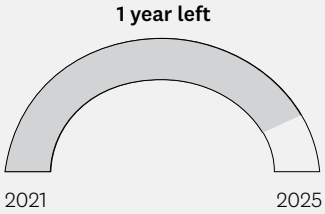
- Women in governance and leadership
- Eliminating violence against women and girls
- Social protection. (p.1)

Key data

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

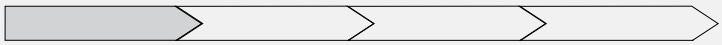
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

163= out of 195 GDSs

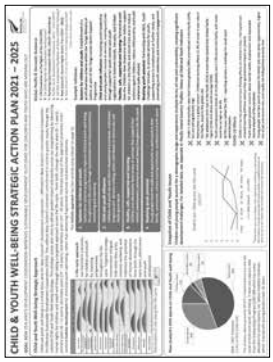
3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		28.5	96

GDS20–03

Child & Youth Well-Being Strategic Action Plan 2021–2025



Purpose

'[S]ustainable development outcomes for children and youth who are missing out.' (p.1)

Strategy (to achieve the purpose):

The approach is for MFAT to invest in four areas:

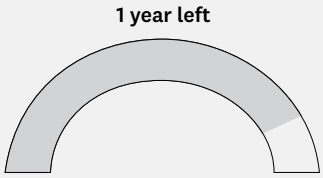
- Improving governance systems for children and youth
- Empowering children and youth to participate in and inform development
- Providing health and learning services
- Realising youth potential. (p.1)

Key data

Publication date:	May 2021
Duration:	2021–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.1
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

163= out of 195 GDSs

3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		28.5	96

GDS20–04

Human Rights Strategic Action Plan for International Development Cooperation 2021–2025

Purpose

'[A]dvancing the realisation of human rights, prioritising people and groups at risk of being left behind.' (p.1)

Strategy (to achieve the purpose):

The approach has four strategic focus areas:

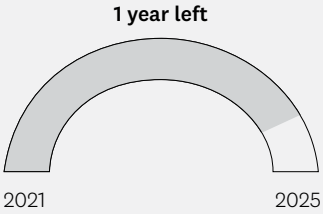
- Capacity and capability: duty bearers are supported to improve human rights monitoring and implementation
- People and groups: rights holders are empowered through inclusive development
- Communities in crises: this human rights-based approach is integrated in crises responses
- Quality delivery: human rights are mainstreamed throughout policy and programming. (p.2)

Key data

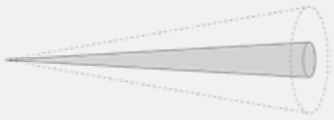
Publication date:	October 2021
Duration:	2021–2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.2
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

163= out of 195 GDSs

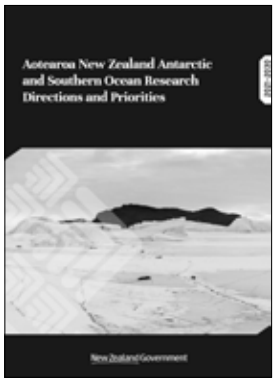
3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		28.5	96

GDS20–05

Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021–2030



Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four priority research directions:

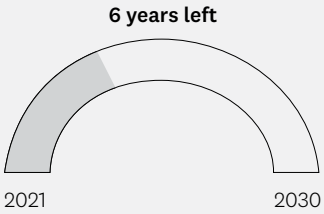
- Sea-level rise
- Connections between the cryosphere (frozen water), ocean and atmosphere
- Ecosystem dynamics
- Protection of Antarctic and Southern Ocean environments. (p.2)

Key data

Publication date:	December 2021
Duration:	2021–2030
Number of pages:	20
Signed by:	Crown (Minister of Foreign Affairs; Minister for Oceans and Fisheries; Minister of Climate Change; Minister for Research, Science and Innovation; and Minister of Conservation)
This GDS replaces:	*Antarctic and Southern Ocean Science* (2011)
Jointly held with:	LINZ
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

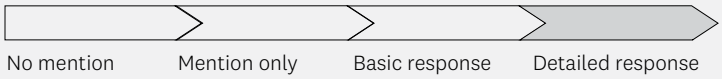
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

72= out of 195 GDSs

2 out of the 7 GDSs in MFAT

4 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		50	96

GDS20–06

International Climate Finance Strategy: Tuia te Waka a Kiwa

Purpose

'[Provide] a high-level, flexible framework to inform our climate finance investments for the 2022-2025 commitment period and beyond ... It also seeks to provide a common understanding of Aotearoa New Zealand's climate finance preferences to support discussions with a wide range of partners.' (p.12)

Strategy (to achieve the purpose):

The approach is to focus on four goals:

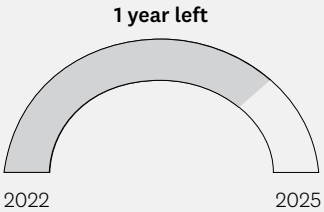
- Accelerated climate change mitigation
- Enhanced resilience and adaptation to the impacts of climate change
- Improved institutional capability and evidence-based decision making
- Leveraged investment to achieve greater climate impact. (pp.18–19)

Key data

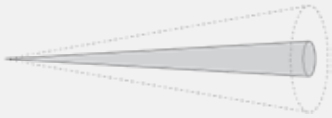
Publication date:	August 2022
Duration:	2022–2025
Number of pages:	19
Signed by:	Crown (Minister of Foreign Affairs and Minister for Climate Change)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

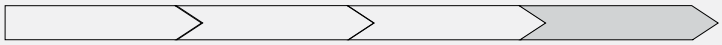
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

12= out of 195 GDSs

1 out of the 7 GDSs in MFAT

1 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		78	96

GDS20–07

Disarmament and Arms Control Strategy

Purpose

'[T]o achieve a safer and more secure world, free from nuclear weapons and other weapons of mass destruction, where international humanitarian law is respected and civilians in conflict zones are protected from harm.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on three priority areas:

- Nuclear disarmament and non-proliferation
- Defending international humanitarian law and the protection of civilians
- Safeguarding the future against conflicts in outer space and autonomous weapons.

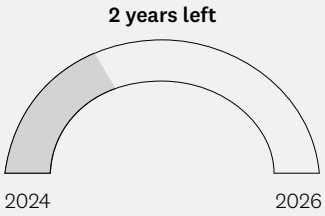
These priority areas are underpinned by seven objectives, including to play an active role in implementing the Vienna Action Plan and to promote the uptake and implementation of humanitarian disarmament treaties, norms and declarations. (pp.5, 7–9, 11–14).

Key data

Publication date:	NK
Duration:	2024–2026
Number of pages:	15
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

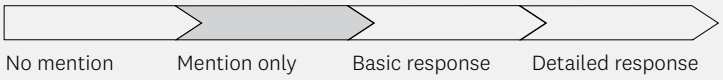
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

193 out of 195 GDSs

7 out of the 7 GDSs in MFAT

11 out of the 11 GDSs in the External Sector

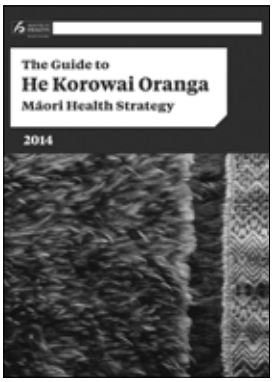
		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		14	96

21

Ministry of Health – Manatū Hauora

GDS21–01

He Korowai Oranga – Māori Health Strategy 2014



Purpose

'[T]o drive continuous quality improvement in the development, design and delivery of services for Māori.' (p.12)

Strategy (to achieve the purpose):

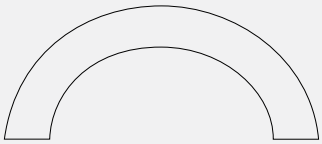
The approach is to focus on effective leadership, planning and measurement. For example, measurement includes the collection of high-quality ethnicity data so that all areas of health can measure performance at national, regional and local levels. (p.13)

Key data

Publication date:	June 2014
Duration:	2014–NK
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	*He Korowai Oranga: Māori Health Strategy* (2002)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.4
Legislation:	Not applicable

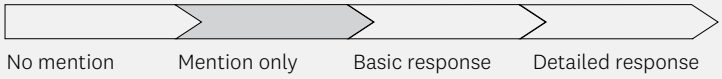
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

128= out of 195 GDSs

22 out of the 27 GDSs in MOH

22 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		40.5	96

GDS21–02

Cancer Plan: Better, faster cancer care 2015–2018

Purpose

'[T]o ensure all people have timely access to excellent cancer services that will enable them to live better and longer.' (p.8)

Strategy (to achieve the purpose):

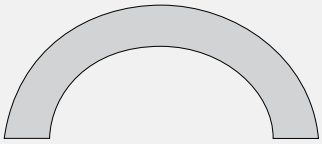
The approach is a patient pathway that focuses on prevention and early detection, diagnosis and treatment, and follow-up care. (p.8)

Key data

Publication date:	December 2014
Duration:	2015–NK (was initially 2018)
Number of pages:	40
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.8
Legislation:	Not applicable

McGuinness Institute analysis

Duration

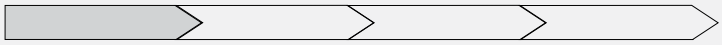


2015 — 2018 (but still active)

Scope of subject matter

Wide scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

115= out of 195 GDSs

19= out of the 27 GDSs in MOH

19= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	5.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS21–03

Implementing Medicines New Zealand 2015 to 2020

Purpose

'We want New Zealanders, regardless of their ability to pay, to have access to safe, high-quality, effective medicines, and we want those medicines to be used in the best possible way. ... Implementing Medicines New Zealand (the Plan) is about the changes required to deliver on Medicines New Zealand *[2007] (the Strategy).'* (pp.iii, 1)

Strategy (to achieve the purpose):

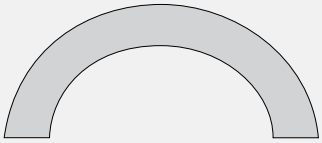
The approach is to focus on advancing seven impact areas. Impact areas include enabling shared care through an integrated health care team; optimal use of antimicrobials; and competent and responsive prescribers. The aim is to implement a range of actions but be open to continuously changing priorities and actions as new ideas emerge. (pp.2–11)

Key data

Publication date:	June 2015
Duration:	2015–NK (was initially 2020)
Number of pages:	20
Signed by:	Crown (Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

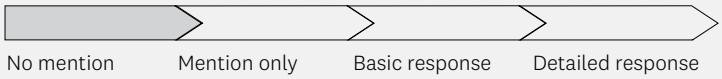
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

140= out of 195 GDSs

23= out of the 27 GDSs in MOH

23= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		36	96

GDS21–04

Cancer Health Information Strategy

Purpose

'[T]o deliver comprehensive, accessible and accurate information to support the delivery of quality care across the cancer patient pathway' and to 'align with the National Health IT Plan and enable the New Zealand Cancer Plan 2015–2018'. (pp.1, 6)

Strategy (to achieve the purpose):

The approach is to focus on four interventions:

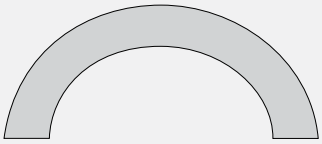
- To establish a national framework for managing cancer data
- To standardise, digitise and make accessible cancer data at point of care
- To aggregate relevant patient and cancer service data into cancer information
- To analyse, produce and communicate cancer intelligence to stakeholders. (p.7)

Key data

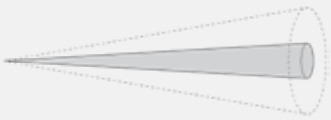
Publication date:	July 2015
Duration:	2015–NK (was initially 2020)
Number of pages:	21
Signed by:	Department staff (other than CE) (National Clinical Director Cancer and Director of National Health IT Board and Information Group)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Not applicable

McGuinness Institute analysis

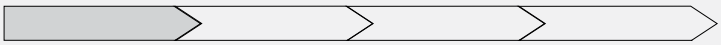
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

140= out of 195 GDSs

23= out of the 27 GDSs in MOH

23= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5.5	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		36	96

GDS21–05

Health Research Strategy

Purpose

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

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities (and implement specific actions):

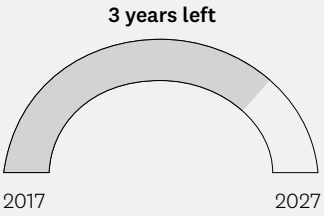
- Invest in excellent health research
- Create a vibrant research environment in the health sector
- Build and strengthen pathways for translating research findings into policy and practice
- Advance innovative ideas and commercial opportunities. (p.10)

Key data

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

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

123= out of 195 GDSs

21 out of the 27 GDSs in MOH

21 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	3	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		42	96

GDS21–06

Faiva Ora 2016–2021 – National Pasifika Disability Plan

Purpose

'Pasifika disabled people and their families are supported to live the lives they choose.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on four priorities:

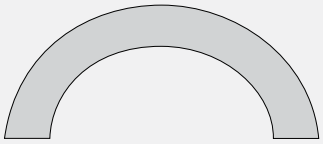
- Outcomes improve for Pasifika disabled children, youth and their families
- Pasifika communities are able to better engage with and support individuals with disabilities and their families to participate in their communities
- Disability services and supports meet the needs of Pasifika disabled people and their families
- Stakeholders work in partnership to address challenges experienced by Pasifika disabled people and their families. (pp.15–19)

Key data

Publication date:	August 2017
Duration:	2016–NK (was initially 2021)
Number of pages:	27
Signed by:	Not signed
This GDS replaces:	*Faiva Ora National Pasifika Disability Plan* (2014)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

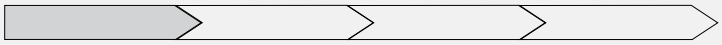


2016 — 2021 (but still active)

Scope of subject matter

Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

63 out of 195 GDSs

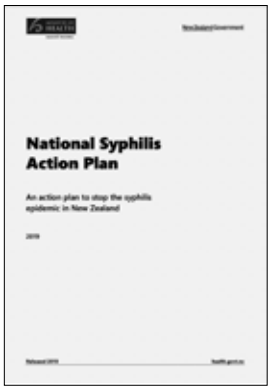
14 out of the 27 GDSs in MOH

14 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		52.5	96

GDS21–07

National Syphilis Action Plan: An action plan to stop the syphilis epidemic in New Zealand



Purpose

'[G]uide a coordinated and systematic response to interrupt ongoing transmission of infectious syphilis and to prevent congenital syphilis.' (p.4)

Strategy (to achieve the purpose):

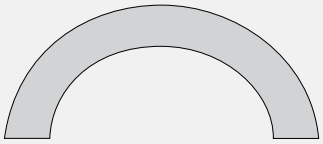
The approach is to collaborate with stakeholders across the health sector to respond to a syphilis epidemic through a combination of national actions led by MOH, and regional actions led by DHBs and specialist sexual health services. (p.5)

Key data

Publication date:	June 2019
Duration:	2019–NK (was initially 2024)
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

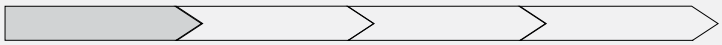


2019 — 2024 (but still active)

Scope of subject matter

Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

150= out of 195 GDSs

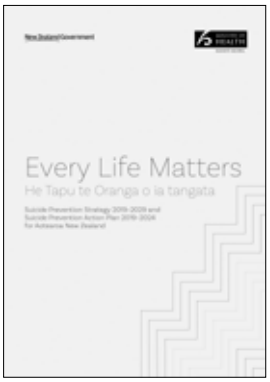
26 out of the 27 GDSs in MOH

26 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		33	96

GDS21–08

Every Life Matters | He Tapu te Oranga o ia Tangata: Suicide prevention strategy 2019–2029 and suicide prevention action plan 2019–2024 for Aotearoa New Zealand



Purpose

'Reduced suicide rate ... Wellbeing for all.' (p.2)

Strategy (to achieve the purpose):

Building a strong system for suicide prevention includes focusing on four areas:

- Strengthening national leadership
- Using evidence and collective knowledge to make a difference
- Developing the suicide prevention workforce to have capacity and capability to respond
- Evaluating and monitoring Every Life Matters.

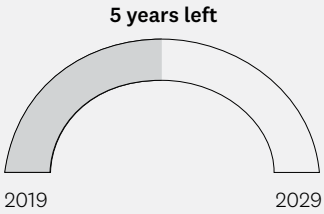
Key to supporting wellbeing is working to increase protective factors and reduce risk factors across the suicide prevention continuum, including promotion, prevention, intervention and postvention. (p.10)

Key data

Publication date:	September 2019
Duration:	2019–2029
Number of pages:	48
Signed by:	Crown (Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.2
Legislation:	Not applicable

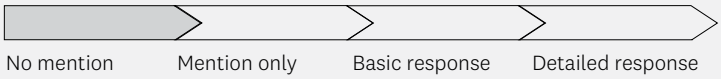
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

94= out of 195 GDSs

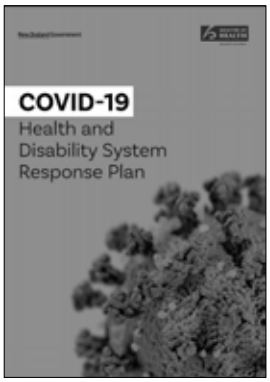
18 out of the 27 GDSs in MOH

18 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		47	96

GDS21–09

COVID-19 Health and Disability System Response Plan



Purpose

'Success under this strategy means that COVID-19 is eliminated in New Zealand or reduced to a small number of cases, the large majority of which are "imported" and linked to international travel.' (p.2)

Strategy (to achieve the purpose):

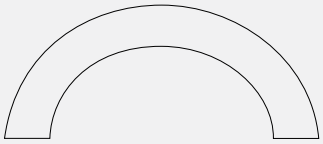
The approach is to focus on eight priority populations (including Māori, Pacific peoples, older people, people with long-term conditions, people with disabilities, people with mental health conditions, people living in residential facilities and refugees and migrant community members) and eight planning areas (workforce, public health, hospitals, care in the community, laboratories, infection prevention and control, health and disability supply chain, and support for priority population) in accordance with the Government's COVID-19 elimination strategy. (pp.2, 12, 19)

Key data

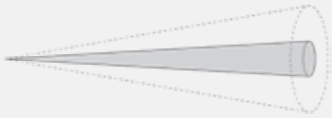
Publication date:	April 2020
Duration:	2020–NK
Number of pages:	37
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

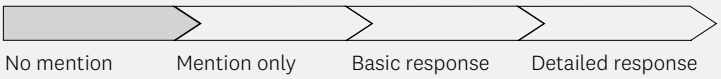
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

140= out of 195 GDSs

23= out of the 27 GDSs in MOH

23= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		36	96

GDS21–10

Ola Manuia – Pacific Health and Wellbeing Action Plan 2020–2025

Purpose

'Pacific people lead independent and resilient lives … live longer in good health … [and] have equitable health outcomes.' (p.17)

Strategy (to achieve the purpose):

The approach is threefold:

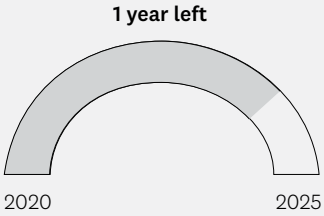
- To strengthen health knowledge and skills of Pacific people to support informed choices about their health and wellbeing
- To change the health and disability system to deliver more responsive, more accessible and high-quality services for Pacific families
- To strengthen actions to create environments that improve health equity for Pacific families. (p.18)

Key data

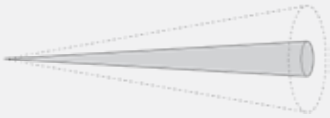
Publication date:	June 2020
Duration:	2020–2025
Number of pages:	48
Signed by:	Crown (Associate Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.18
Legislation:	Not applicable

McGuinness Institute analysis

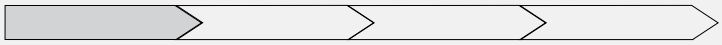
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

68= out of 195 GDSs

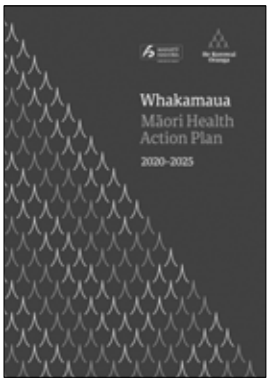
15 out of the 27 GDSs in MOH

15 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		51	96

GDS21–11

Whakamaua – Māori Health Action Plan 2020–2025



Purpose

'The overall aim of He Korowai Oranga is Pae ora – healthy futures for Māori … Whānau ora, healthy families … Mauri ora, healthy individuals … Wai ora, healthy environment.' (p.18)

Strategy (to achieve the purpose):

The approach is to focus on eight priority areas for action:

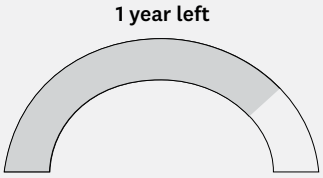
- Māori–Crown partnerships
- Māori leadership
- Māori health and disability workforce
- Māori health sector development
- Cross-sector action
- Quality and safety
- Insights and evidence
- Performance and accountability. (p.27)

Key data

Publication date:	July 2020
Duration:	2020–2025
Number of pages:	78
Signed by:	Crown (Associate Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.66
Legislation:	Not applicable

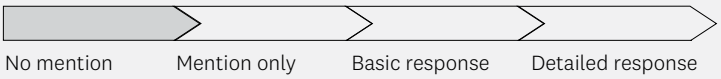
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

59= out of 195 GDSs

13 out of the 27 GDSs in MOH

13 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	3.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		53	96

GDS21–12

Kia Manawanui Aotearoa: Long-term pathway to mental wellbeing

Purpose

'[P]eople and whānau have their basic needs met, know how to strengthen their own mental wellbeing, and live in communities with diverse, well-integrated avenues for support when and where it is needed.' (p.8)

Strategy (to achieve the purpose):

The approach is threefold:

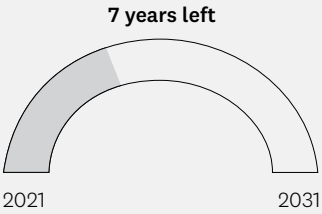
- A strong government mandate and commitment to transformation
- A commitment to a collective approach and joint effort towards a shared vision
- A set of guiding principles that underpin how the Ministry will work, including a strong focus on achieving equity. (pp.32–34)

Key data

Publication date:	August 2021
Duration:	2021–2031
Number of pages:	76
Signed by:	Crown (Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.24
Legislation:	Not applicable

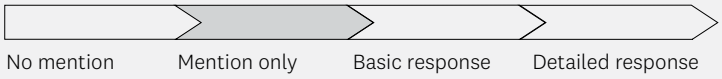
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

56 out of 195 GDSs

12 out of the 27 GDSs in MOH

12 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	3.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		54.5	96

GDS21–13

COVID-19 Māori Health Protection Plan

Purpose

'[T]o protect the health and wellbeing of whānau, hapū, iwi, and hapori Māori by preventing and mitigating the impacts of COVID-19 on their health and wellbeing.' (p.13)

Strategy (to achieve the purpose):

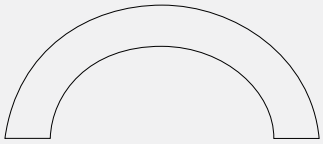
The approach is to focus on increasing vaccination coverage among Māori, and building resilience of Māori health and disability service providers to respond to the Delta variant and manage ongoing impacts of COVID-19. (p.2)

Key data

Publication date:	December 2021
Duration:	2021–NK
Number of pages:	48
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

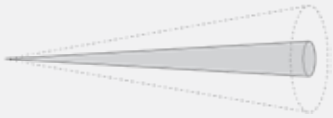
McGuinness Institute analysis

Duration



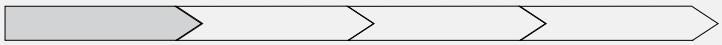
2021 NK

Scope of subject matter



Narrow scope

Climate intelligence



No mention | Mention only | Basic response | Detailed response

Transparency Scorecard

82= out of 195 GDSs

16 out of the 27 GDSs in MOH

16 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	0.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		49	96

GDS21–14

Smokefree Aotearoa 2025 Action Plan

Purpose

'By 2025, daily smoking prevalence is less than five percent for all population groups in New Zealand.' (p.6)

Strategy (to achieve the purpose):

The approach is to focus on six areas:

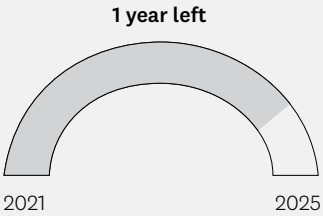
- Ensuring Māori leadership and decision-making at all levels
- Increasing health promotion and community mobilisation
- Increasing evidence-based stop-smoking services
- Reducing the addictiveness and appeal of smoked tobacco products
- Reducing the availability of smoked tobacco products
- Ensuring manufacturers, importers and retailers meet their legal obligations. (pp.16–27)

Key data

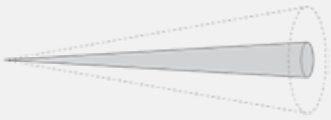
Publication date:	December 2021
Duration:	2021–2025
Number of pages:	36
Signed by:	Crown (Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Not applicable

McGuinness Institute analysis

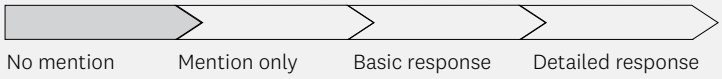
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

49 out of 195 GDSs

11 out of the 27 GDSs in MOH

11 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		57.5	96

GDS21–15

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

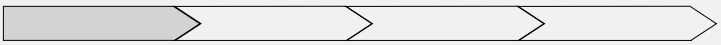
Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	DOC, MOE, MOJ, TPK, MSD and OT
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

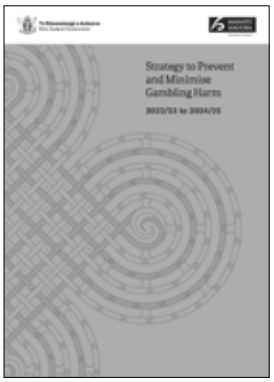
8 out of the 27 GDSs in MOH

8 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		68	96

GDS21–16

Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25



Purpose

'[T]o reduce health inequities attributable to gambling harm for priority populations (Māori, Pacific peoples, Asian peoples and young people/rangatahi), and to better meet their needs.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on four objectives:

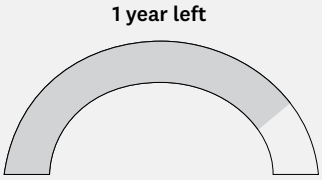
- Creating a full spectrum of services and supports
- Shifting cultural and social norms
- Strengthening leadership and accountability to achieve equity
- Strengthening the health and health equity of Māori, Pacific peoples, Asian peoples and young people/rangatahi. (p.41)

Key data

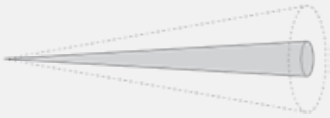
Publication date:	June 2022
Duration:	2022–2025
Number of pages:	99
Signed by:	Not signed
This GDS replaces:	*Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22* (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.41, 53
Legislation:	May issue a strategy (see Gambling Act 2003, s 317) and cited in the GDS

McGuinness Institute analysis

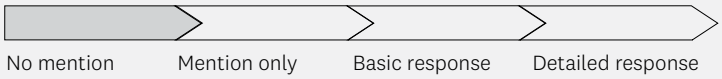
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

20= out of 195 GDSs

5= out of the 27 GDSs in MOH

5= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		73	96

GDS21–17

National HIV Action Plan for Aotearoa New Zealand 2023–2030

Purpose

'An Aotearoa New Zealand where HIV transmission is eliminated and all people living with HIV have healthy lives free from stigma and discrimination.' (p.12)

Strategy (to achieve the purpose):

The approach is to focus on four areas:

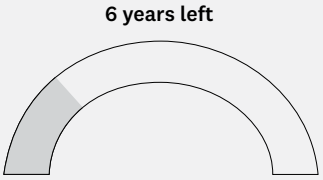
- Surveillance, information and knowledge systems
- Combination prevention and health promotion
- Testing and linkage to care
- Support for people living with HIV, including addressing stigma and discrimination. (p.19)

Key data

Publication date:	March 2023
Duration:	2023–2030
Number of pages:	44
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.20
Legislation:	Not applicable

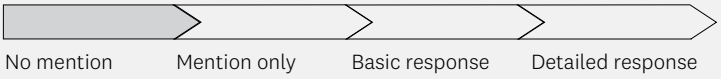
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

38 out of 195 GDSs

9 out of the 27 GDSs in MOH

9 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		64	96

GDS21–18

Ngā Pokenga Paipai me ngā Pokenga Huaketo mā te Toto: Te rautaki o Aotearoa 2023–2030 | Aotearoa New Zealand Sexually Transmitted and Blood Borne Infection Strategy 2023–2030

Purpose

'The purpose of this shared strategy for STIs and blood borne viruses is to improve collaboration, support collective action and set a unified strategic direction for the health agencies ... and the health and disability sector.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on four strategic directions:

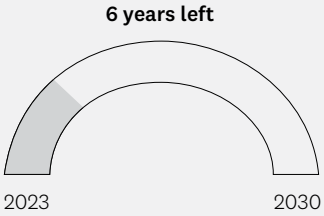
- Surveillance, information and public health knowledge systems to drive action
- Results-focused health promotion and comprehensive prevention
- Equitable access to culturally safe, quality health care for testing and management
- Leading for an integrated, supported, consumer-focused system. (p.17)

Key data

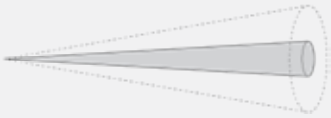
Publication date:	March 2023
Duration:	2023–2030
Number of pages:	44
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Not applicable

McGuinness Institute analysis

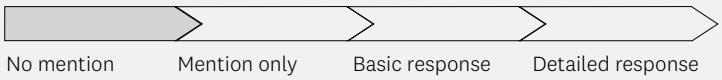
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

40 out of 195 GDSs

10 out of the 27 GDSs in MOH

10 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		62	96

GDS21–19

Oranga Hinengaro System and Service Framework

Purpose

'[C]larifies what people should expect from the future system and services, and how services work together to meet people's needs … it also provides guidance for change in system-wide planning and to inform nationally consistent access to services, equitable funding and monitoring.' (p.12)

Strategy (to achieve the purpose):

The approach is to focus on a series of system and service principles that guide seven critical shifts in the health sector. These shifts are to:

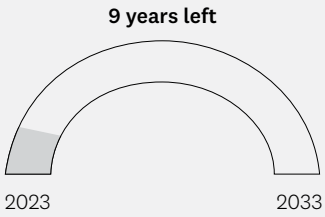
- Actively deliver on Te Tiriti o Waitangi
- Design out inequities
- Build lived experience-led transformation
- Get in early to support whānau wellbeing
- Promote wellbeing and respond early when distress arises
- Connect services to work better
- Be responsive to needs. (pp.36, 40–46)

Key data

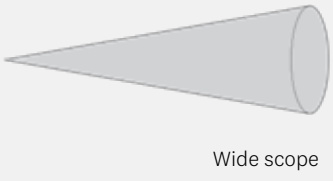
Publication date:	April 2023
Duration:	2023–2033
Number of pages:	92
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

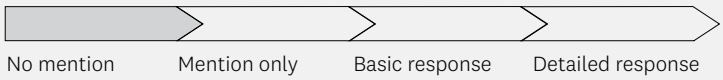
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

161= out of 195 GDSs

27 out of the 27 GDSs in MOH

27 out of the 27 GDSs in the Health Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		29	96

GDS21–20

Health Strategy

Purpose

'[Set] the medium - and long-term direction for health and [identify] priority areas for change to improve health outcomes.' (p.10)

Strategy (to achieve the purpose):

The approach is to focus on six strategic priorities, including:

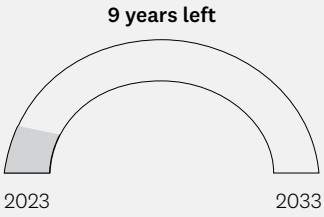
- Responding to the voices of people and communities throughout the health system
- Developing services focused on preventing illness and delivering care closer to home
- Ensuring preparedness for future shocks and the best use of resources to manage the demand for health services over the long term
- Developing a diverse, skilled and confident health workforce. (p.10)

Key data

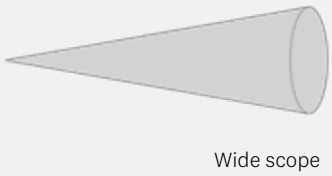
Publication date:	July 2023
Duration:	2023–2033
Number of pages:	116
Signed by:	Crown (Minister of Health)
This GDS replaces:	*Health Strategy* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.10
Legislation:	Required (see Pae Ora [Healthy Futures] Act 2022, s 41) and cited in the GDS

McGuinness Institute analysis

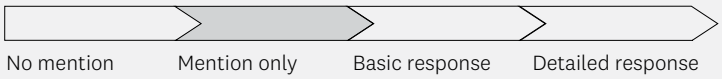
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

6= out of 195 GDSs

2= out of the 27 GDSs in MOH

2= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		81	96

GDS21–21

Pae Tū – Hauora Māori Strategy

Purpose

'[Update] the direction for improving the health and wellbeing of Māori ... Together with the New Zealand Health Strategy, [set] the overarching direction for the health system ... [Provide] the guiding framework by which health entities will uphold Te Tiriti and achieve Māori health equity.' (p.7)

Strategy (to achieve the purpose):

The approach is to focus on five priority areas:

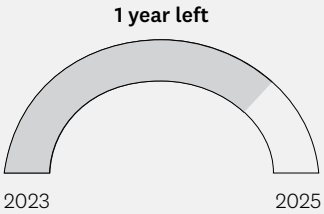
- Enabling whānau, hapū, iwi and Māori community leadership, decision-making and governance at all levels
- Strengthening whole-of-government commitment to Māori health
- Growing the Māori health workforce and sector to match community needs
- Enabling culturally safe, whānau-centred and preventative primary health care
- Ensuring accountability for system performance for Māori health. (p.28)

Key data

Publication date:	July 2023
Duration:	2023–2025
Number of pages:	76
Signed by:	Crown (Minister of Health and Associate Minister of Health [Māori Health])
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Pae Ora [Healthy Futures] Act 2022, s 42) and cited in the GDS

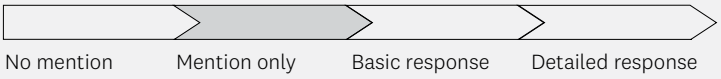
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

20= out of 195 GDSs

5= out of the 27 GDSs in MOH

5= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		73	96

GDS21–22

Provisional Health of Disabled People Strategy

Purpose

'[S]et the direction and long-term priorities to achieve equity in disabled people's health and wellbeing outcomes over the next ten years.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on five priority areas:

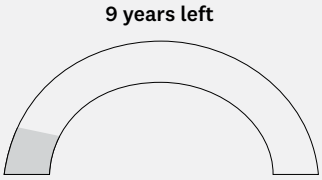
- Access
- Determinants of health
- Workforce
- Data, research and evidence
- Self-determination. (p.3)

Key data

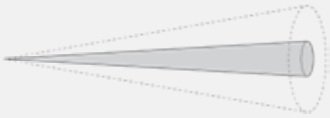
Publication date:	July 2023
Duration:	2023–2033
Number of pages:	62
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.3
Legislation:	Required (see Pae Ora [Healthy Futures] Act 2022, s 44) and cited in the GDS

McGuinness Institute analysis

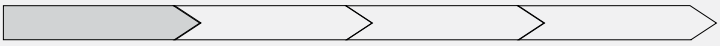
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

6= out of 195 GDSs

2= out of the 27 GDSs in MOH

2= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		81	96

GDS21–23

Te Mana Ola – The Pacific Health Strategy

Purpose

'[S]et the key direction and long-term priorities to achieve equity in Pacific health and wellbeing outcomes over the next 10 years.' (pp.11–12)

Strategy (to achieve the purpose):

The approach is to focus on five priority areas:

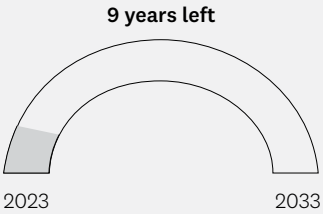
- Population health
- Disease prevention, health promotion and management for good health
- Workforce
- Access
- Autonomy and self-determination. (pp.11–12)

Key data

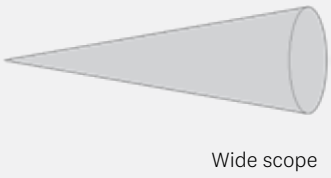
Publication date:	July 2023
Duration:	2023–2033
Number of pages:	79
Signed by:	Crown (Minister of Health and Associate Minister of Health [Pacific Health])
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.11–12, 47
Legislation:	Required (see Pae Ora [Healthy Futures] Act 2022, s 43) and cited in the GDS

McGuinness Institute analysis

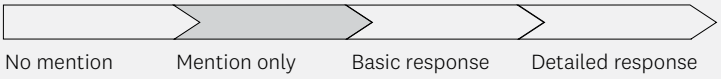
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

22 out of 195 GDSs

7 out of the 27 GDSs in MOH

7 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		72	96

GDS21–24

Rural Health Strategy

Purpose

'[Set] the direction for improving the health and wellbeing, both physical and mental, of New Zealanders living in rural communities over the next 10 years.' (p.6)

Strategy (to achieve the purpose):

The approach is to focus on five priority areas:

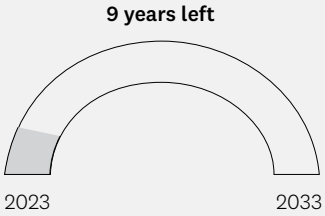
- Considering rural communities as a priority group
- Prevention for a healthier future
- Services available closer to home for rural communities
- Supporting rural communities to access services at a distance
- A valued and flexible rural health workforce. (p.6)

Key data

Publication date:	July 2023
Duration:	2023–2033
Number of pages:	100
Signed by:	Crown (Minister and Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.6
Legislation:	Required (see Pae Ora [Healthy Futures] Act 2022, s 46) and cited in the GDS

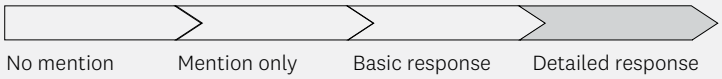
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

5 out of 195 GDSs

1 out of the 27 GDSs in MOH

1 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		82	96

GDS21–25

Women's Health Strategy

Purpose

'[Set] the direction for improving the health and wellbeing of women over the next 10 years.' (p.8)

Strategy (to achieve the purpose):

The approach is to focus on four priority areas:

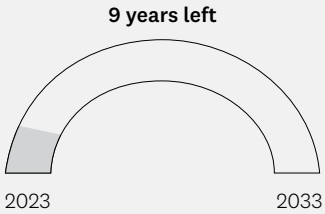
- A health system that works for women (overarching priority)
- Improving health care for issues specific to women
- Better outcomes for mothers, whānau and future generations
- Living well and ageing well. (p.8)

Key data

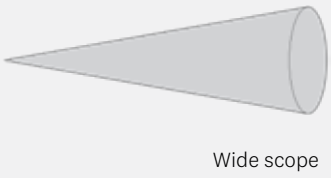
Publication date:	July 2023
Duration:	2023–2033
Number of pages:	72
Signed by:	Crown (Minister and Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.8
Legislation:	Required (see Pae Ora [Healthy Futures] Act 2022, s 45) and cited in the GDS

McGuinness Institute analysis

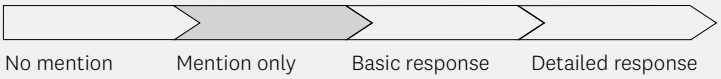
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

12= out of 195 GDSs

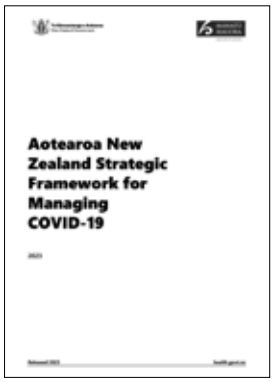
4 out of the 27 GDSs in MOH

4 out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		78	96

GDS21–26

Strategic Framework for Managing COVID-19



Purpose

'[P]rotect the health and wellbeing of individuals and communities through a proportionate and equitable response to managing COVID-19 in Aotearoa New Zealand, while building resilience for future pandemics and other infectious diseases.' (p.11)

Strategy (to achieve the purpose):

The approach is to develop a toolkit of measures to manage COVID-19, organised into the categories below:

- Community public health measures
- Border measures (air and maritime)
- Support for individuals and communities
- System enablers.

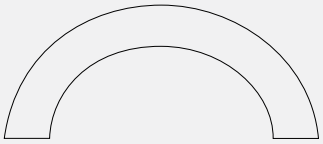
These tools are then weighed up against a number of factors to determine which should be utilised and when. (pp.15–20)

Key data

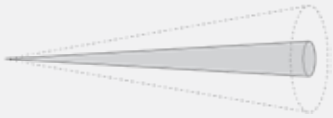
Publication date:	September 2023
Duration:	2023–NK
Number of pages:	30
Signed by:	CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.10
Legislation:	Not applicable

McGuinness Institute analysis

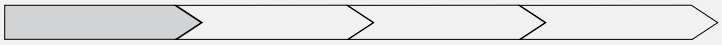
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

19= out of the 27 GDSs in MOH

19= out of the 27 GDSs in the Health Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43	96

GDS21-27

New Zealand Pandemic Plan: A framework for action (Interim update – July 2024)

Purpose

'[T]o outline the health system and wider all-of-government measures that relevant agencies will consider in response to a pandemic caused by a respiratory pathogen and to provide an overview of the activities they undertake to ensure NZ is adequately prepared.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on three overarching goals during a pandemic:

- Minimise human health impacts and health service disruptions without increasing health inequities
- Enable society to function as normally as possible during and after the pandemic
- Minimise and mitigate economic consequences.

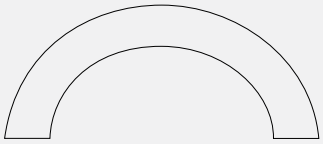
The six-phase planning strategy includes:
1. Plan For It; 2. Keep It Out; 3. Stamp It Out; 4. Manage It; 5. Manage It: Post-Peak; 6. Recover From It. (p.15)

Key data

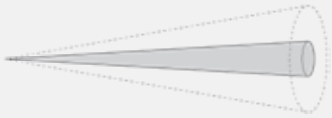
Publication date:	July 2024
Duration:	2024–NK
Number of pages:	219
Signed by:	CE (Director-General of Health)
This GDS replaces:	*New Zealand Influenza Pandemic Plan: A framework for action (2017)*
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.16
Legislation:	Not applicable

McGuinness Institute analysis

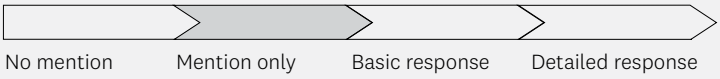
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

82= out of 195 GDSs

17 out of the 27 GDSs in MOH

17 out of the 27 GDSs in the Health Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		49	96

22

Ministry of Housing and Urban Development – Te Tūāpapa Kura Kāinga

GDS22–01

Public Housing Plan 2021–2024 [Updated to 2025]

Purpose

'[T]o increase the number of newly built public houses and progressively decrease leases over time.' (p.1 [out of 8])

Strategy (to achieve the purpose):

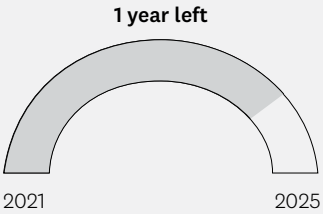
The approach is to identify areas where population growth has exceeded new housing development, leading to rising rents and housing shortfalls. Focus area factors include: the sharp rise in housing costs; reliance on motels for emergency housing; overcrowding; population increases that have outpaced construction; infrastructure not able to support development; and housing deprivation. (p.5 [out of 8])

Key data

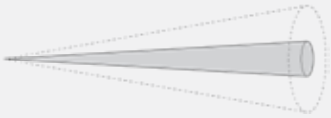
Publication date:	January 2021
Duration:	2021–2025
Number of pages:	8 (merged)
Signed by:	Not signed
This GDS replaces:	*Public Housing Plan 2018–2022* (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration

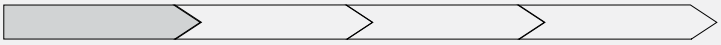


Scope of subject matter



Narrow scope

Climate intelligence



Transparency Scorecard

145= out of 195 GDSs

4 out of the 4 GDSs in HUD

23= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		34	96

GDS22–02

Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone Anō Hoki | Government Policy Statement on Housing and Urban Development

Purpose

'[A] multi-decade system strategy for housing and urban development. It will inform, influence and align activity across the system to respond to the challenges we face … Everyone in Aotearoa New Zealand lives in a home, and within a community that meets their needs and aspirations.' (pp.5, 6)

Strategy (to achieve the purpose):

The approach is to focus on six areas:

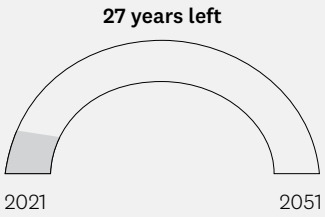
- Ensure more affordable homes are built
- Ensure houses meet needs
- Ensure people can live in stable, affordable homes
- Support whānau to have safe, healthy affordable homes with secure tenure
- Re-establish housing's primary role as a home rather than a financial asset
- Plan and invest in our places. (p.24)

Key data

Publication date:	September 2021
Duration:	2021–2051
Number of pages:	58
Signed by:	Crown (Minister of Finance and Minister of Housing)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.4–5
Legislation:	Required (see Kāinga Ora–Homes and Communities Act 2019, s 22) and cited in the GDS

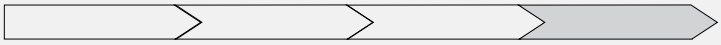
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

14 out of 195 GDSs

2 out of the 4 GDSs in HUD

4 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	2.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	3	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		75.5	96

GDS22–03

MAIHI Ka Ora: The national Māori housing strategy

Purpose

'[Drive] a whole of system approach. … [Set] an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.' (p.11 [out of 84])

Strategy (to achieve the purpose):

The approach is to break up the Māori housing problem into six main components to focus on:

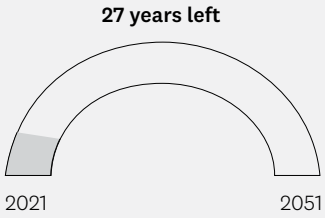
- Māori–Crown partnerships
- Māori-led local solutions
- Māori housing supply
- Māori housing support
- Māori housing system
- Māori housing sustainability. (p.19 [out of 84])

Key data

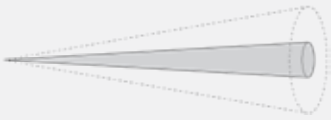
Publication date:	December 2021
Duration:	2021–2051
Number of pages:	84 (merged)
Signed by:	Crown (Associate Minister of Housing – Māori Housing)
This GDS replaces:	Not applicable
Jointly held with:	TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

8= out of 195 GDSs

1 out of the 4 GDSs in HUD

2= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		80	96

GDS22–04

Fale mo Aiga – Pacific Housing Strategy 2030

Purpose

'Pacific peoples own and live in affordable, quality, fit-for-purpose, healthy homes that enhance their wellbeing.' (p.2 [out of 4])

Strategy (to achieve the purpose):

The approach is to focus on four key priorities:

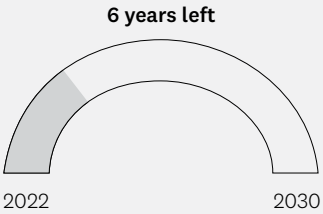
- Demand – build intergenerational Pacific wealth through home ownership
- Supply – build affordable, quality, healthy, fit-for-purpose homes for Pacific peoples
- Pacific housing sector – develop and grow the Pacific housing sector
- Housing system – influence and strengthen the housing system to improve housing outcomes for Pacific peoples. (p.2 [out of 4])

Key data

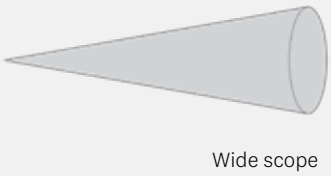
Publication date:	November 2022
Duration:	2022–2030
Number of pages:	4 (merged)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPP
Transferred from:	Not applicable
Strategy map:	Yes, p.2 (out of 4)
Legislation:	Not applicable

McGuinness Institute analysis

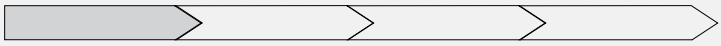
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

111= out of 195 GDSs

3 out of the 4 GDSs in HUD

17 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		44	96

23

Ministry of Justice – Tāhū o te Ture

GDS23–01

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

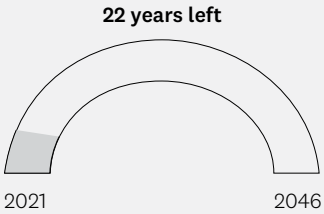
- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

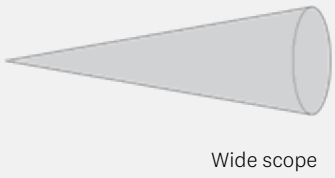
Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	DOC, MOE, MOH, TPK, MSD and OT
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

McGuinness Institute analysis

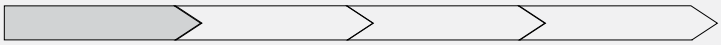
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

8= out of 195 GDSs

1 out of the 1 GDS in MOJ

1 out of the 8 GDSs in the Justice Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		80	96

24

Ministry of Māori Development – Te Puni Kōkiri

GDS24–01

Maihi Karauna: The Crown's strategy for Māori language revitalisation 2019–2023

Purpose

'[T]he revitalisation of te reo Māori … By 2040, 85 per cent of New Zealanders (or more) will value te reo Māori as a key element of national identity … one million New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori … 150,000 Māori aged 15 and over will use te reo Māori as much as English.' (pp.7, 11–14)

Strategy (to achieve the purpose):

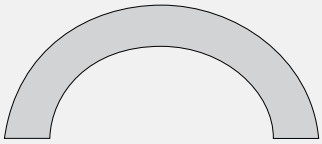
The approach is for government, in partnership with Māori, to advance the revitalisation of te reo Māori by increasing its value and demand; improving learning capabilities; and providing opportunities to engage in its use in conjunction with the Maihi Māori strategy. This includes preparing a full cross-government implementation plan by September 2019 and reviewing the strategy before it expires in 2023. (pp.21–37)

Key data

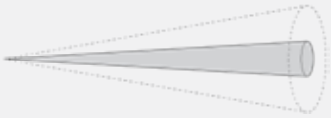
Publication date:	February 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	48
Signed by:	Crown (Minister for Māori Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.21
Legislation:	Required (see Te Ture Mō Te Reo Māori 2016 – Māori Language Act 2016, s 10) and cited in the GDS

McGuinness Institute analysis

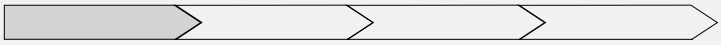
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

37 out of 195 GDSs

3 out of the 3 GDSs in TPK

3 out of the 3 GDSs in the Māori Affairs Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		65.5	96

GDS24–02

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

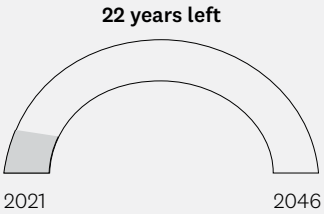
- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

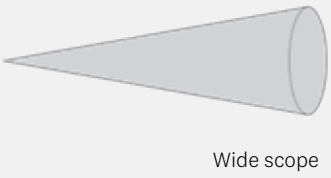
Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	DOC, MOE, MOH, MOJ, MSD and OT
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

McGuinness Institute analysis

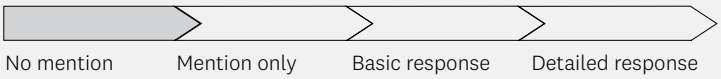
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

1= out of the 3 GDSs in TPK

1= out of the 3 GDSs in the Māori Affairs Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		68	96

GDS24–03

MAIHI Ka Ora: The national Māori housing strategy

Purpose

'[Drive] a whole of system approach. ... [Set] an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.' (p.11 [out of 84])

Strategy (to achieve the purpose):

The approach is to break up the Māori housing problem into six main components to focus on:

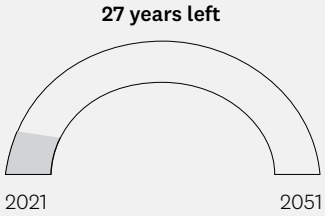
- Māori–Crown partnerships
- Māori-led local solutions
- Māori housing supply
- Māori housing support
- Māori housing system
- Māori housing sustainability. (p.19 [out of 84])

Key data

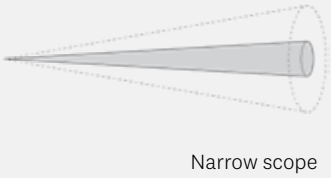
Publication date:	December 2021
Duration:	2021–2051
Number of pages:	84 (merged)
Signed by:	Crown (Associate Minister of Housing – Māori Housing)
This GDS replaces:	Not applicable
Jointly held with:	HUD
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

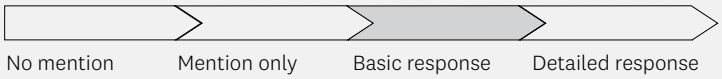
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

26= out of 195 GDSs

1= out of the 3 GDSs in TPK

1= out of the 3 GDSs in the Māori Affairs Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		68	96

25

Ministry of Social Development – Te Manatū Whakahiato Ora

GDS25–01

Te Pae Tata – Te Rautaki Māori me te Mahere Mahi | Māori Strategy and Action Plan

Purpose

'To embed a Māori world view into our organisation that will honour our commitment as a Te Tiriti o Waitangi partner and prioritise the needs of whānau.' (p.7)

Strategy (to achieve the purpose):

The approach is to focus on three key shifts:

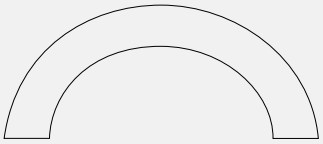
- Mana manaaki: a positive experience every time – earning the respect and trust of Māori
- Kotahitanga: partnering for greater impact – forming genuine partnerships with Māori
- Kia takatū tātou: supporting long-term social and economic development – supporting Māori aspirations. (p.11)

Key data

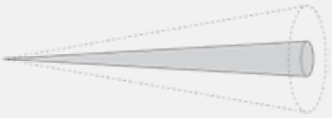
Publication date:	June 2019
Duration:	2019–NK
Number of pages:	28
Signed by:	CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

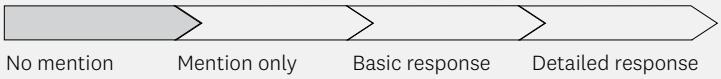
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

137 out of 195 GDSs

10 out of the 14 GDSs in MSD

20 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		37	96

GDS25–02

Family Violence Funding Approach

Purpose

'[A] future where providers are sustainably funded and services are whānau-centred, outcomes-focused and integrated.' (p.4)

Strategy (to achieve the purpose):

The approach is to focus on four priorities:

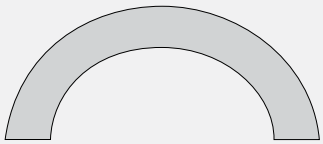
- Having a whānau-centred approach to service delivery
- Setting sights on long-term recovery
- Giving communities universal support, how and when they need it
- Giving regions more support. (pp.15–18)

Key data

Publication date:	July 2019
Duration:	2019–NK (was initially 2022)
Number of pages:	26
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

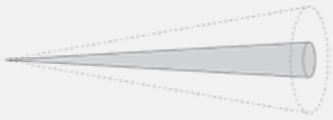
McGuinness Institute analysis

Duration



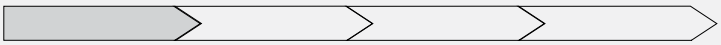
2019 — 2022 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

114 out of 195 GDSs

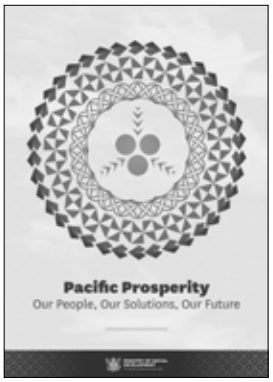
8 out of the 14 GDSs in MSD

18 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	3.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		43.5	96

GDS25–03

Pacific Prosperity: Our people, our solutions, our future



Purpose

'To rejuvenate the Ministry's delivery and engagement of services for Pacific peoples, families and communities, so they are safe, thrive and flourish in Aotearoa.' (p.13)

Strategy (to achieve the purpose):

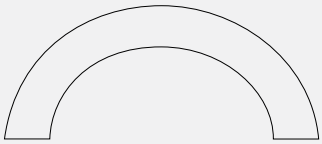
The approach is to focus on three communities: Pacific peoples and families; staff and people who are providing services on behalf of the Ministry; and communities. Examples of actions include improving access to healthy and sustainable housing; improving current information capture, reporting and sharing processes; and better articulating the meaning of a 'Pacific provider service'. (pp.18–19)

Key data

Publication date:	October 2019
Duration:	2019–NK
Number of pages:	24
Signed by:	Crown (Minister for Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

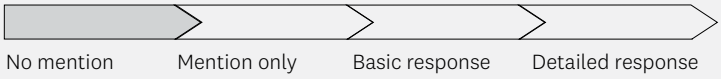
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

148= out of 195 GDSs

14 out of the 14 GDSs in MSD

25 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		33.5	96

GDS25–04

Better Later Life | He Oranga Kaumātua 2019–2034

Purpose

'New Zealand embraces the opportunities that an ageing population and longevity brings.' (p.2 [out of 48])

Strategy (to achieve the purpose):

The approach is to focus on five key areas, and within each area, a set of goals and actions. The areas are:

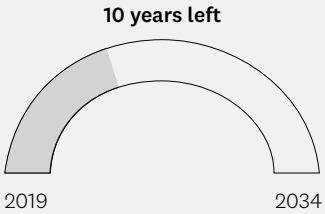
- Achieving financial security and economic participation
- Promoting healthy ageing and improving access to services
- Creating diverse housing choices and options
- Enhancing opportunities for participation and social connection
- Making environments accessible. (pp.11–17 [out of 48])

Key data

Publication date:	November 2019
Duration:	2019–2034
Number of pages:	48 (merged)
Signed by:	Crown (Minister for Seniors)
This GDS replaces:	*Positive Ageing Strategy* (2001)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

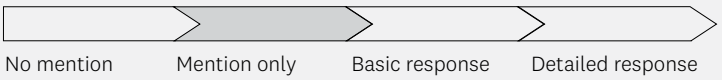
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

47= out of 195 GDSs

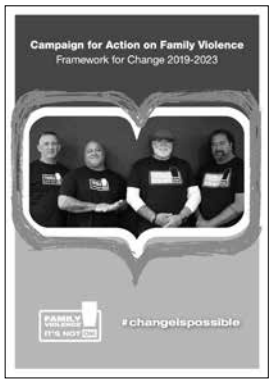
2 out of the 14 GDSs in MSD

8 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	1.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		58	96

GDS25-05

Campaign for Action on Family Violence: Framework for change 2019–2023



Purpose

'A safer New Zealand, where more men are violence free.' (p.9)

Strategy (to achieve the purpose):

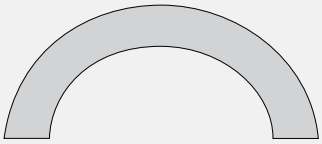
The approach is to motivate and support long-term behaviour change and prevent intimate partner violence by disrupting and addressing some of the factors that are identified as root causes or drivers of harm, or are reinforcing factors. (p.9)

Key data

Publication date:	June 2020
Duration:	2019–NK (was initially 2023)
Number of pages:	44
Signed by:	Crown (Associate Minister of Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.9–10
Legislation:	Not applicable

McGuinness Institute analysis

Duration

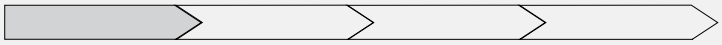


2019 — 2023 (but still active)

Scope of subject matter

Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

140= out of 195 GDSs

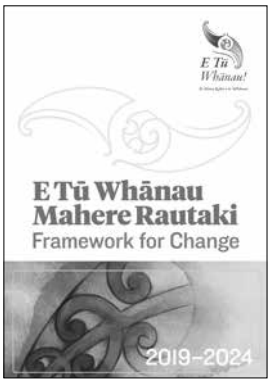
11 out of the 14 GDSs in MSD

21 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		36	96

GDS25–06

E Tū Whānau – Mahere Rautaki: Framework for change 2019–2024



Purpose

'Whānau are self-managing and resilient … connected and feel like they belong … have positive relationships in Te Ao Māori … feel safe in their homes and communities … are living healthy lifestyles … are strengthened and participating in society [and] … have increased economic independence and rangatiratanga.' (p.11)

Strategy (to achieve the purpose):

The approach focuses on four priority areas:

- Hapori development: Supporting whānau, hapū, iwi and communities to build capacity and capability to lead and sustain community level change
- Whānau strength: Supporting wellbeing and relationships within whānau
- Tāne ora/Wāhine ora: Opportunities for healing, connection to culture and community
- Rangatahi development: Enabling youth engagement, education, leadership.

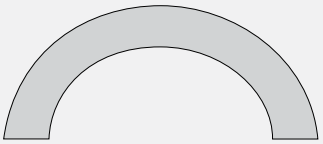
The approach is underpinned by Kaupapa Māori. (pp.4–5)

Key data

Publication date:	June 2020
Duration:	2019–NK (was initially 2024)
Number of pages:	64
Signed by:	Crown (Associate Minister for Social Development)
This GDS replaces:	*E Tu Whānau Programme of Action for Addressing Family Violence 2013–2018* (2013)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.4–5
Legislation:	Not applicable

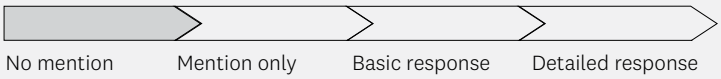
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

82= out of 195 GDSs

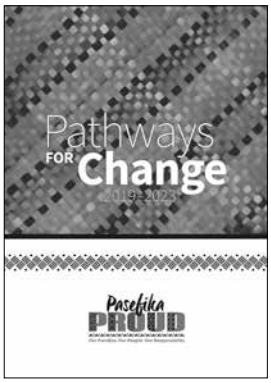
4 out of the 14 GDSs in MSD

13 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		49	96

GDS25–07

Pasefika Proud: Pathways for change 2019–2023



Purpose

'Pacific families and communities are safe, resilient and enjoy wellbeing.' (p.9)

Strategy (to achieve the purpose):

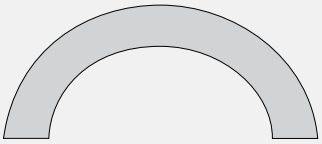
The approach is twofold. The first goal is mobilising Pacific communities, encouraging community leaders to speak out and take action against violence affecting Pacific peoples. The second goal is capability development to strengthen capacity to design, lead and deliver solutions for Pacific peoples. (pp.28–29)

Key data

Publication date:	June 2020
Duration:	2019–NK (was initially 2023)
Number of pages:	51
Signed by:	Crown (Associate Minister for Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.4–5
Legislation:	Not applicable

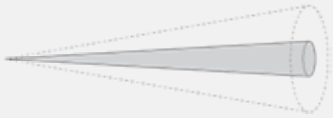
McGuinness Institute analysis

Duration



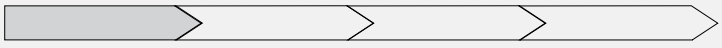
2019 — 2023 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

88= out of 195 GDSs

5= out of the 14 GDSs in MSD

14= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		48	96

GDS25–08

Elder Abuse in Aotearoa: The proposed future strategy of Elder Abuse Response Services

Purpose

'[A]n Aotearoa where older people are supported to live abuse free and the prevalence of elder abuse and neglect is reduced. We also want all people who need and want help with elder abuse to be able to access support.' (p.10)

Strategy (to achieve the purpose):

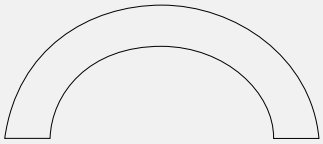
The approach is for the strategy to be implemented in three phases, focusing first on stabilising, then strengthening, and finally growing the response services to deliver on long-term and sustainable solutions to reduce the occurrence of elder abuse. (p.13)

Key data

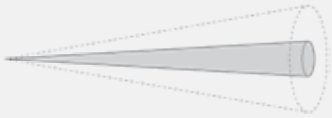
Publication date:	July 2020
Duration:	2020–NK
Number of pages:	25
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

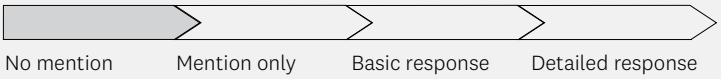
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

123= out of 195 GDSs

9 out of the 14 GDSs in MSD

19 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	2.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1.5	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		42	96

GDS25–09

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

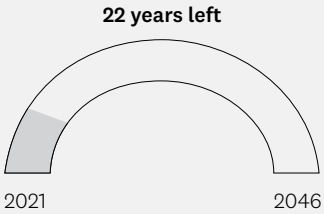
- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	DOC, MOE, MOH, MOJ, TPK and OT
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

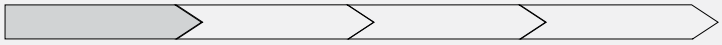
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

8= out of 195 GDSs

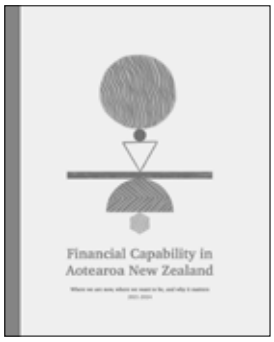
1 out of the 14 GDSs in MSD

2= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		80	96

GDS25–10

Financial Capability in Aotearoa New Zealand



Purpose

'Financial capability services need to be:

- *accessible for all*
- *sustainably funded*
- *delivered in the right way at the right time.'*

(p.4)

Strategy (to achieve the purpose):

The approach is to identify three strategic priorities that inform the desired future state:

- Client and whānau-centred services
- Support systems and frameworks
- Cross-sector relationships.

Three phases have been developed to implement the future state:

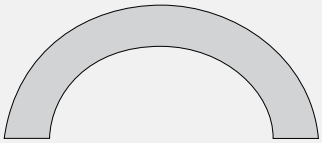
- Shape – preparing for change
- Stretch – building relationships, capability, and a sustainable delivery model
- Strive – a cohesive community working together for clients. (pp.16, 20–21)

Key data

Publication date:	December 2021
Duration:	2021–NK (was initially 2024)
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.18
Legislation:	Not applicable

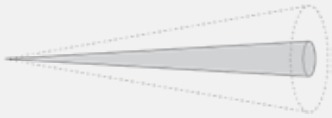
McGuinness Institute analysis

Duration



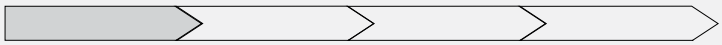
2021 — 2024 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

88= out of 195 GDSs

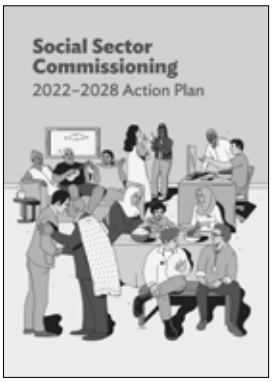
5= out of the 14 GDSs in MSD

14= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		48	96

GDS25–11

Social Sector Commissioning 2022–2028 Action Plan



Purpose

'[T]ransform the way social supports and services are commissioned so they best support people, families and whānau to live the lives they value.' (p.6)

Strategy (to achieve the purpose):

The approach is to:

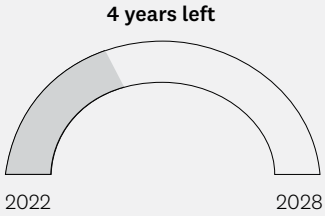
- Work on removing current barriers that make a relational way of commissioning difficult
- Build on existing initiatives and successes, and support major social reforms under way
- Use continuous learning, monitoring and information sharing to ensure change. (p.6)

Key data

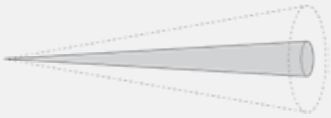
Publication date:	October 2022
Duration:	2022–2028
Number of pages:	44
Signed by:	Crown (Minister for Social Development and Employment) and other (various other NGO and Independent Project Board members)
This GDS replaces:	*Social Sector Commissioning* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.8
Legislation:	Not applicable

McGuinness Institute analysis

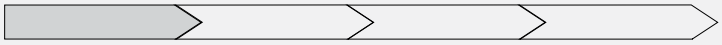
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

64= out of 195 GDSs

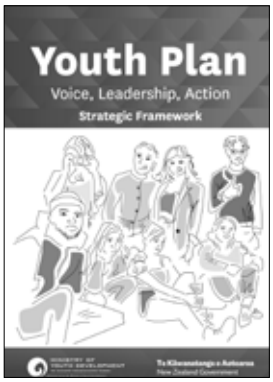
3 out of the 14 GDSs in MSD

9 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	3	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	0	6
Total		52	96

GDS25–12

Youth Plan: Voice, leadership, action



Purpose

'[T]o amplify youth voice in government policy and decision-making and ... increase opportunities for young people to lead their own lives, have their identities seen, valued, and respected.'
(p.6 [out of 42])

Strategy (to achieve the purpose):

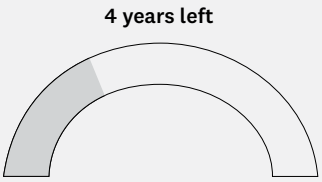
The approach is that actions will be designed and undertaken by government agencies, youth sector, and community sector partners between 2023 and 2028. The design and delivery of actions should specifically involve young people from the priority cohorts. (p.26 [out of 42])

Key data

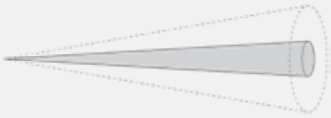
Publication date:	August 2023
Duration:	2023–2028
Number of pages:	42 (merged)
Signed by:	Crown (Minister for Youth) and department staff (other than CE) (representatives of the Ministry of Youth Development – Te Manatū Whakahiato Taiohi Youth Advisory Group)
This GDS replaces:	*Youth Plan 2020–2022* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

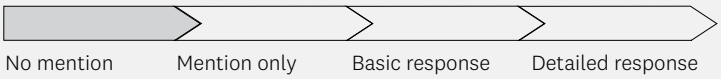
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

88= out of 195 GDSs

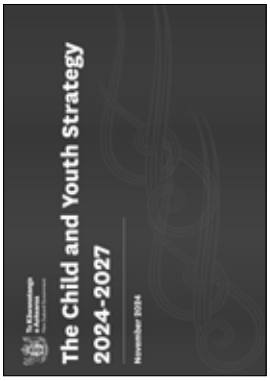
5= out of the 14 GDSs in MSD

14= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		48	96

GDS25–13

The Child and Youth Strategy 2024–2027



Purpose

'[I]mprove the lives of children and young people in New Zealand … reducing material hardship and intervening early to improve a wide range of outcomes across the life course.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on three priority areas:

- Support children and their families and whānau in the first 2000 days
- Reduce child material hardship
- Prevent harm against children.

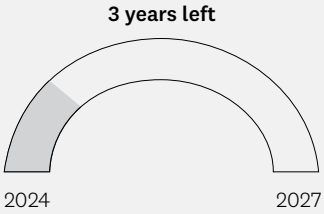
The strategy also aims to adopt a social investment approach to ensure investment decisions are based on research, data and evidence of impact. (pp.4, 5, 9)

Key data

Publication date:	November 2024
Duration:	2024–2027
Number of pages:	12
Signed by:	Crown (Minister for Child Poverty Reduction)
This GDS replaces:	*Child and Youth Wellbeing Strategy* (2019), originally held by DPMC
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.5
Legislation:	Required (see Children's Act 2014, ss 4 and 6) and cited in the GDS

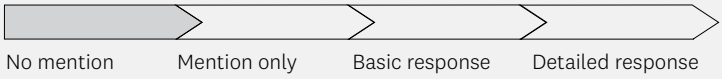
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

144 out of 195 GDSs

12 out of the 14 GDSs in MSD

22 out of the 29 GDSs in the Social Services and Community Sector

Note: *See Section 2.5 in Methodology

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	3	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	*0	6
Total		35	96

GDS25–14

Rautaki Hangarau | Technology Strategy

Purpose

'[B]uilding long-term, strategic national infrastructure to support New Zealanders with effective, adaptable services for decades to come.' (p.4)

Strategy (to achieve the purpose):

The approach is to focus on six main goals:

- Digital experience
- Service enablement
- Unified ecosystem
- Enabling better insights
- Digital workplace
- Digital workforce.

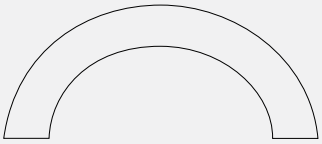
These goals are supplemented by five themes: decluttering the technology landscape and reducing technical debt; resilience; emerging technologies; accessibility; and sustainability. (pp.4, 8)

Key data

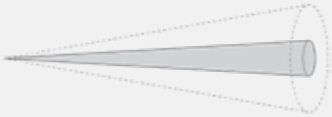
Publication date:	NK 2024
Duration:	2024–NK
Number of pages:	29
Signed by:	Not signed
This GDS replaces:	*Rautaki Hangarau – Technology Strategy* (2022)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.27
Legislation:	Not applicable

McGuinness Institute analysis

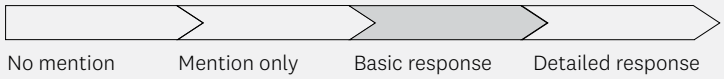
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

145= out of 195 GDSs

13 out of the 14 GDSs in MSD

23= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	1	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		34	96

26

Ministry of Transport – Te Manatū Waka

GDS26-01

Hei Arataki – Ministry of Transport Māori Strategy

Purpose

'A transport system that enables Māori to flourish.' (p.1)

Strategy (to achieve the purpose):

The approach focuses on three goals:

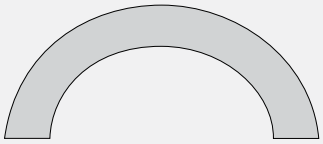
- Strengthening the cultural capabilities of staff so they can better engage with Māori partners
- Forming long-lasting partnerships
- Embedding tikanga Māori into policy design and advice to deliver outcomes for Māori. (p.1)

Key data

Publication date:	September 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

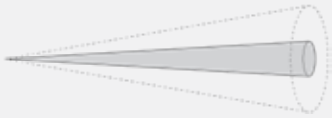
McGuinness Institute analysis

Duration



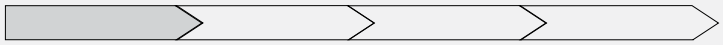
2019 — 2023 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

160 out of 195 GDSs

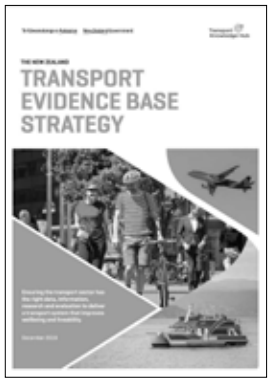
6 out of the 6 GDSs in MOT

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	3	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		29.5	96

GDS26–02

Transport Evidence Base Strategy



Purpose

'Ensure the transport sector has the right data, information, research and evaluation to deliver an evidence-based transport system that improves wellbeing and liveability.' (p.9 [out of 72])

Strategy (to achieve the purpose):

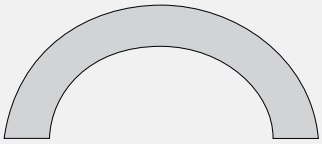
The approach is to integrate previous strategies and focus on five enablers: improving access; improving governance; investing in the right activities; facilitating collaboration; and developing capacity and capability. The intention is to apply all five enablers across the domain plan, the research strategy and the evaluation strategy. Both the domain plan and the research strategy have been incorporated into this strategy (they were separate strategies that have since been archived). (pp.4, 24, 28, 33 [out of 72])

Key data

Publication date:	December 2019
Duration:	2019–NK (was initially 2022)
Number of pages:	72 (merged)
Signed by:	CE
This GDS replaces:	*Transport Research Strategy* (2016) and *Transport Domain Plan* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

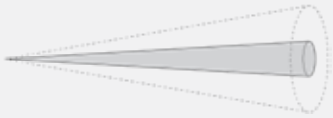
McGuinness Institute analysis

Duration



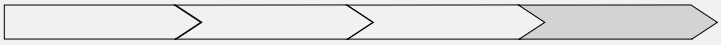
2019 — 2022 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

32= out of 195 GDSs

1 out of the 6 GDSs in MOT

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	0	6
Total		67	96

GDS26–03

Search and Rescue Strategic Plan 2021–2024

Purpose

'[E]nsure New Zealand provides effective search and rescue services for people in distress throughout New Zealand's search and rescue region in order to save lives.' (p.7)

Strategy (to achieve the purpose):

The approach is to focus on four goals:

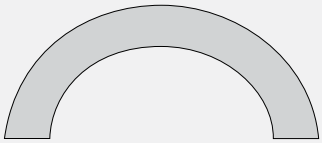
- A robust and integrated SAR (Search and Rescue) system
- Efficient and sustainable SAR organisations
- Capable SAR people
- SAR prevention. (pp.18–19)

Key data

Publication date:	August 2023
Duration:	2021–NK (was initially 2024)
Number of pages:	24
Signed by:	Department staff (other than CE) (Chair of New Zealand Search and Rescue Council)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

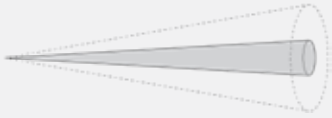
McGuinness Institute analysis

Duration



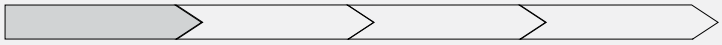
2021 — 2024 (but still active)

Scope of subject matter



Narrow scope

Climate intelligence



No mention — Mention only — Basic response — Detailed response

Transparency Scorecard

150= out of 195 GDSs

5 out of the 6 GDSs in MOT

12= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		33	96

GDS26-04

Government Policy Statement on Land Transport 2024/25–2033/34

Purpose

'[T]o better support economic growth and to ensure all New Zealanders are provided with a well maintained and reliable transport network.' (p.3)

Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities:

- Economic growth and productivity
- Increasing maintenance and resilience
- Safety
- Value for money.

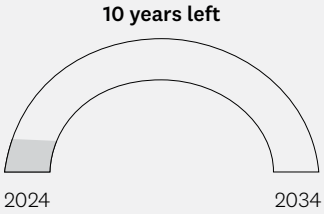
This strategy also reintroduces the Roads of National Significance programme in aid of achieving these priorities. (pp.9, 11)

Key data

Publication date:	June 2024
Duration:	2024–2034
Number of pages:	49
Signed by:	Crown (Minister of Transport)
This GDS replaces:	*Government Policy Statement on Land Transport 2021/22–2030/31* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Land Transport Management Act 2003, s 66) and cited in the GDS

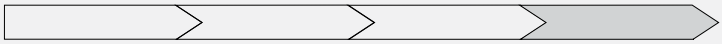
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

54= out of 195 GDSs

2 out of the 6 GDSs in MOT

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

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		56	96

GDS26–05

Maritime Security Strategy 2024

Purpose

'[S]ecure New Zealand's significant maritime economic, cultural and environmental interests … deter adversaries, reduce harm to New Zealand communities and exert effective kaitiakitanga (guardianship) of the sea.' (p.4)

Strategy (to achieve the purpose):

The approach is to continue to focus on the three implementation priorities outlined in the 2020 *Maritime Security Strategy*:

- Enable comprehensive multi-agency response (achieved in 2023)
- Establish sector planning and assessment expectations
- Coordinate investment across the sector and direct investment in systems and tools.

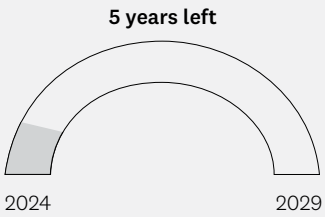
These priorities are guided by four overlapping pillars: understand; engage; prevent; and respond. (pp.22, 24, 27, 29, 36–37)

Key data

Publication date:	June 2024
Duration:	2024–2029
Number of pages:	45
Signed by:	CE (Secretary for Transport)
This GDS replaces:	*Maritime Security Strategy 2020* (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp.4, 38
Legislation:	Not applicable

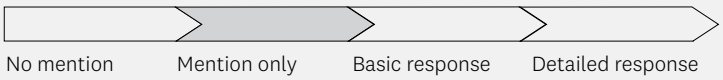
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

59= out of 195 GDSs

3 out of the 6 GDSs in MOT

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

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		53	96

GDS26–06

Road Safety Objectives 2024

Purpose

'[I]mprove road safety by targeting the highest contributing factors to fatal road crashes.' (p.2)

Strategy (to achieve the purpose):

The approach is to focus on four main goals:

- Deliver new and safe roading infrastructure
- Target the highest contributing factors to fatal crashes
- Ensure vehicle safety increases
- Reset the approach to speed limits.

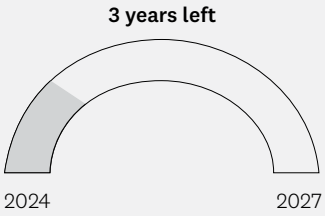
Actionable steps include introducing roadside oral fluid drug testing, reviewing penalties for traffic offences and managing some Police funding based on the delivery of speed and alcohol road policing activities. (pp.2, 5)

Key data

Publication date:	October 2024
Duration:	2024–2027
Number of pages:	14
Signed by:	Crown (Minister of Transport)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

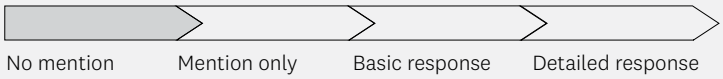
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

115= out of 195 GDSs

4 out of the 6 GDSs in MOT

6= out of the 20 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	8	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
Total		43	96

27

New Zealand Customs Service – Te Mana Ārai o Aotearoa

GDS27-01

Information Management Strategy 2021–2024

Purpose

'Information is: Digitally managed by design in a safe, secure environment. Collected once. Easy to find, accessible, used to its maximum potential, in a minimum of systems, managed as a strategic asset, seamlessly and reliably.' (p.13)

Strategy (to achieve the purpose):

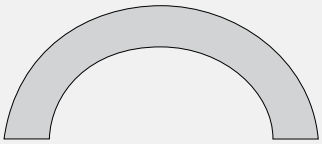
The approach is to improve information management by developing a framework to shape initiatives and projects that support business needs and legal obligations. (p.10)

Key data

Publication date:	September 2021
Duration:	2021–NK (was initially 2024)
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Not applicable

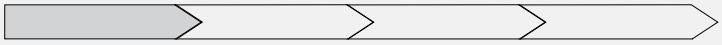
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

110 out of 195 GDSs

2 out of the 2 GDSs in NZCS

6 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	7.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	4.5	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		44.5	96

GDS27–02

Rautaki Mana Ārai | Customs Strategy 2023–2028

Purpose

'[P]rotect and promote New Zealand across borders ... [and] eliminate border and revenue risk. Our Values ... We do what's right ... We are guardians .... We value people ... We look forward.' (p.3)

Strategy (to achieve the purpose):

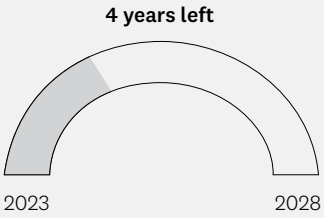
The approach is to focus on four strategic priority areas: people, partnerships, innovation and technology and data. Each area will have its own topic-specific strategy, with a senior leader as the sponsor. (p.7)

Key data

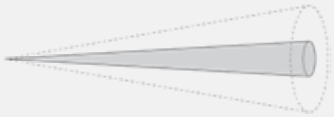
Publication date:	July 2023
Duration:	2023–2028
Number of pages:	24
Signed by:	CE (Comptroller of Customs)
This GDS replaces:	*Rautaki Mana Ārai	Customs Strategy* (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.5
Legislation:	Not applicable

McGuinness Institute analysis

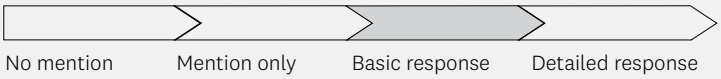
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

41 out of 195 GDSs

1 out of the 2 GDSs in NZCS

2 out of the 11 GDSs in the External Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		61	96

28

New Zealand Security Intelligence Service – Te Pā Whakamarumaru

GDS28–01

NZSIS Strategy 2024–2029

Purpose

'[P]rotect Aotearoa New Zealand as a free, open and democratic society for future generations by staying ahead of the threats we face.' (p.4)

Strategy (to achieve the purpose):

The approach is to focus on three main themes: delivering impact with and for others; improving ways of working; and utilising data and digital. These themes are supported by seven goals:

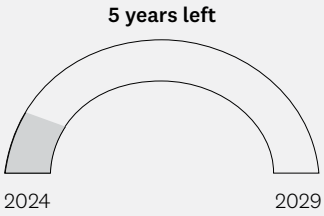
- Maximising impact through relationships
- Fostering trust from New Zealanders and partners
- Discovering unknown threats
- Providing a fantastic place to work
- Enabling an innovative organisation
- Experimenting with technology
- Gathering expert data and digital capabilities. (pp.7, 8, 9, 10)

Key data

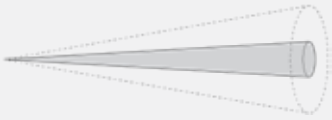
Publication date:	NK
Duration:	2024–2029
Number of pages:	11
Signed by:	CE (Director-General of Security)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

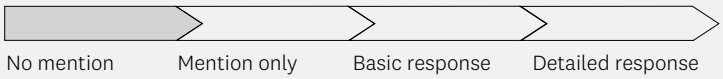
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

171= out of 195 GDSs

1 out of the 1 GDS in NZSIS

18= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		26	96

29

Oranga Tamariki – Ministry for Children

GDS29–01

Te Aorerekura: The national strategy to eliminate family violence and sexual violence

Purpose

'[S]et out a framework to eliminate family violence and sexual violence, to drive government action in a unified way and harness public support and community action. It will also increase political and public sector accountability by setting out what the government is committing to do and how it will measure and report on progress.' (p.6 [out of 128])

Strategy (to achieve the purpose):

The approach is to implement several actions that fall under six 'shifts':

- Towards strength-based wellbeing
- Towards mobilising communities
- Towards skilled, culturally competent and sustainable workforces
- Towards investment in primary prevention
- Towards safe, accessible and integrated responses
- Towards increased capacity for healing. (p.7 [out of 128])

Key data

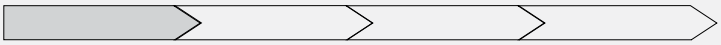
Publication date:	December 2021
Duration:	2021–2046
Number of pages:	128 (merged)
Signed by:	Crown (Minister for the Prevention of Family Violence and Sexual Violence)
This GDS replaces:	Not applicable
Jointly held with:	DOC, MOE, MOH, MOJ, TPK and MSD
Transferred from:	Not applicable
Strategy map:	Yes, pp.24–25 (out of 128)
Legislation:	Not applicable

McGuinness Institute analysis

Duration

Scope of subject matter

Climate intelligence



Transparency Scorecard

16= out of 195 GDSs

1= out of the 4 GDSs in OT

5= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		74	96

GDS29–02

Oranga Tamariki Action Plan 2022

Purpose

'[Drive] a shared accountability and monitoring framework across children's agencies to improve the wellbeing of Oranga Tamariki priority populations and prevent the need for them to come into care or be involved with the youth justice system.' (p.3 [out of 17])

Strategy (to achieve the purpose):

The approach is to focus on four results: good health, including mental wellbeing; positive housing conditions; access to good education; and support to grow, connect, and be independent.

The first steps to achieving these results are:

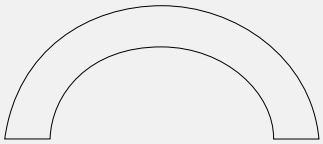
- Building an evidence-based picture of need
- Meeting children and young people's needs and building whānau resilience
- Community-led, regionally-enabled, centrally-supported prevention. (p.7 [out of 17])

Key data

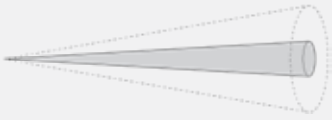
Publication date:	July 2022
Duration:	2022–NK
Number of pages:	17 (merged)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.13 (out of 17)
Legislation:	Required (see Children's Act 2014, s 8) and cited in the GDS

McGuinness Institute analysis

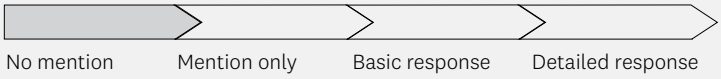
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

16= out of 195 GDSs

1= out of the 4 GDSs in OT

5= out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	2	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		74	96

GDS29–03

Oranga Tamariki Disability Vision and Strategy

Purpose

'The mana of tāngata whaikaha me o ratou toa (disabled people and their champions) is enhanced by meeting their needs, upholding their rights and supporting their hopes and dreams.' (p.1)

Strategy (to achieve the purpose):

The approach consists of four shifts:

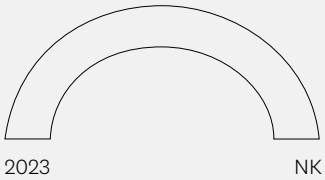
- How we see disability: taking a whole-of-life approach
- Systems work for people: tāngata whaikaha me o rātou toa (disabled people and their champions) experience connected, rights based, consistent and transparent children's and disability systems
- Disability-confident and -competent workforce: the Oranga Tamariki workforce have the skills and expertise, including cultural competency, to work with tāngata whaikaha me o rātou toa
- Oranga Tamariki is safe and proactive: tāngata whaikaha me o rātou toa are listened to. (pp.2–3)

Key data

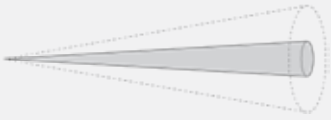
Publication date:	December 2023
Duration:	2023–NK
Number of pages:	3
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

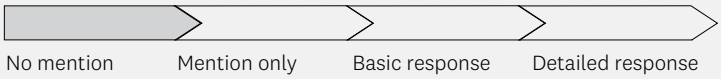
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

150= out of 195 GDSs

3 out of the 4 GDSs in OT

26 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		33	96

GDS29–04

Pacific Strategy 2021–2024

Purpose

'All Pacific children are safe, loved and supported by loving families and connected to thriving communities in Aotearoa New Zealand.' (p.1)

Strategy (to achieve the purpose):

The approach is to focus on five objectives:

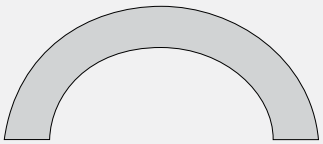
- Enabling and co-ordinating Pacific communities
- Providing Pacific tamaiti, anau and kainga with high quality social work practice
- Helping to progress Pacific staff into key leadership and practice roles by setting up career pathways and opportunities
- Informing practice, policies, and key projects with Pacific narratives, evidence, data and insights
- Investing in cross-agency collaboration. (p.1)

Key data

Publication date:	NK
Duration:	2021–NK (was initially 2024)
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

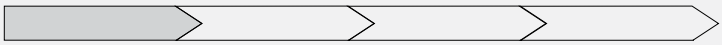
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

187= out of 195 GDSs

4 out of the 4 GDSs in OT

29 out of the 29 GDSs in the Social Services and Community Sector

		Score	Out of
1.	**Opportunities and Threats**		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
2.	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	0	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
3.	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	0	4
4.	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
5.	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
6.	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		19	96

30

Public Service Commission – Te Kawa Mataaho

GDS30-01

Kia Toipoto – Public Service Action Plan 2021–24

Purpose

'Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps ... Accelerating progress for wāhine Māori, Pacific women, and women from ethnic communities ... Creating fairer workplaces for all, including disabled people and members of rainbow communities.' (p.3)

Strategy (to achieve the purpose):

The approach is to:

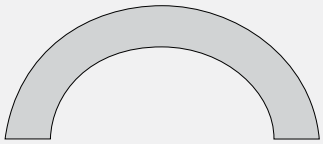
- Prioritise transparency in agencies
- Ensure equal pay through monitoring
- Encourage gender and ethnic representation and leadership in the workplace
- Support career pathways and equitable progression opportunities
- Eliminate all forms of bias and discrimination in human resource systems
- Allow access to flexible-by-default working without affecting pay or progression. (p.4)

Key data

Publication date:	November 2021
Duration:	2021–NK (was initially 2024)
Number of pages:	5
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

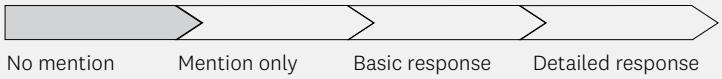
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

171= out of 195 GDSs

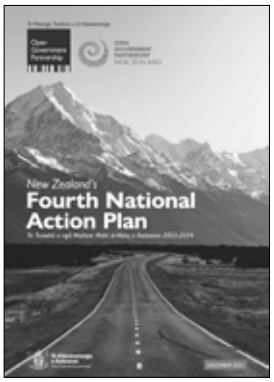
3 out of the 3 GDSs in PSC

18= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	0	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		26	96

GDS30–02

Fourth National Action Plan 2023–2024



Purpose

'[Maintain New Zealand's] high transparency, politically-neutral Public Service, and low levels of corruption … [and support] reforms to increase openness, transparency, democratic participation, and government accountability.' (p.5)

Strategy (to achieve the purpose):

The approach is to focus on delivering on eight commitments, including:

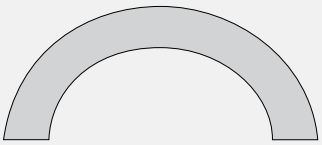
- Adopting a community engagement tool
- Researching deliberative processes for community engagement
- Establishing an inclusive, multi-channel approach to the delivery of government information and services
- Designing and implementing a National Counter Fraud and Corruption Strategy. (pp.14–31)

Key data

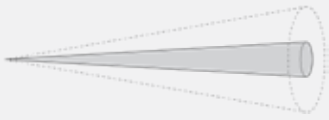
Publication date:	December 2022
Duration:	2023–NK (was initially 2024)
Number of pages:	33
Signed by:	Crown (Minister for the Public Service)
This GDS replaces:	*Open Government Partnership: National Action Plan 2016–18* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

Duration



Scope of subject matter



Climate intelligence

Transparency Scorecard

42= out of 195 GDSs

2 out of the 3 GDSs in PSC

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	4	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		60	96

GDS30–03

Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa | The Leadership Strategy for New Zealand's Public Service

Purpose

'We want to create one Te Pae Turuki Public Service Leaders Group, unified by a common mission and spirit of service, leading together on system priorities and modelling exemplary Public Service leadership.' (p.10)

Strategy (to achieve the purpose):

The approach is to focus on three long-term aims:

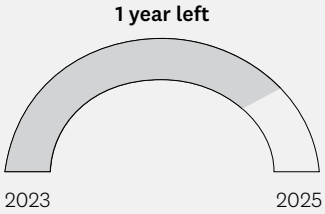
- Building the team spirit of Te Pae Turuki PSLG, staying focused on the needs of New Zealanders
- Enhancing Te Pae Turuki PSLG capability to keep delivering for New Zealand
- Enabling Te Pae Turuki PSLG to respond with agility to changing government and joint priorities. (p.13)

Key data

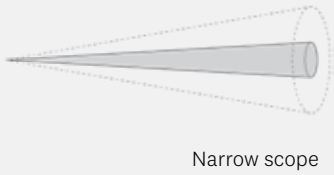
Publication date:	July 2023
Duration:	2023–2025
Number of pages:	24
Signed by:	CE (Public Service Commissioner/Head of Service)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.21
Legislation:	Required (see Public Service Act 2020, s 61) and cited in the GDS

McGuinness Institute analysis

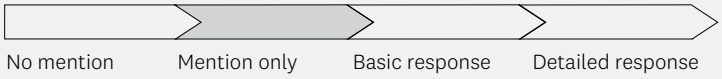
Duration



Scope of subject matter



Climate intelligence



Transparency Scorecard

32= out of 195 GDSs

1 out of the 3 GDSs in PSC

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	4	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
Total		67	96

31

Serious Fraud Office – Te Tari Hara Taware

32

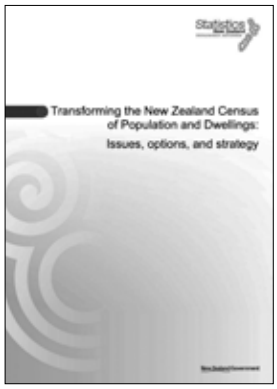
Social Investment Agency – Toi Hau Tāngata

33

Statistics New Zealand – Tatauranga Aotearoa

GDS33–01

Transforming the New Zealand Census of Population and Dwellings: Issues, options and strategy



Purpose

'[T]o produce census-type information from administrative sources, rather than by the current census approach, which takes a survey of the whole population.' (p.39)

Strategy (to achieve the purpose):

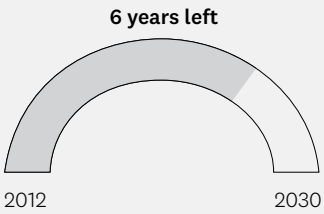
The approach is a four-phase approach over time to manage the high level of risk and to ensure continued production of quality population statistics. The strategy includes a proposed transforming census timeline up to the 2020 election; a detailed plan (see Appendix 4); and a promise of a review report in 2025 at the earliest. The short-term focus is on modernising the current census model to create efficiencies and reduce operational costs. (pp.5–6, 18, 39, 42)

Key data

Publication date:	April 2012
Duration:	2012–2030
Number of pages:	45
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

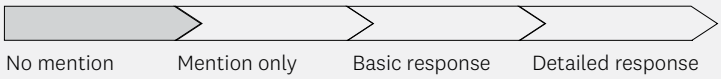
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

68= out of 195 GDSs

1 out of the 2 GDSs in StatsNZ

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4.5	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	3	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	0.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		51	96

GDS33–02

Government Data Strategy and Roadmap 2021

Purpose

'[P]rovides a shared direction and plan for Aotearoa New Zealand's government data system.' (p.6)

Strategy (to achieve the purpose):

The approach is to focus on four areas:

- Data: Providing the right data at the right time
- Capability: Developing capability and skills within government to create, collect, manage, and use data
- Leadership: Ensuring leadership, clear rules, and system settings are in place and are well understood
- Infrastructure: Building the infrastructure that enables effective data management and reuse.

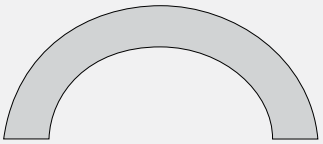
The focus areas are to guide key initiatives over the next three to five years. (pp.10–11)

Key data

Publication date:	August 2021
Duration:	2021–NK (was initially 2024)
Number of pages:	15
Signed by:	CE (Government Chief Data Steward)
This GDS replaces:	*Data Strategy and Roadmap For New Zealand* (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.26
Legislation:	Not applicable

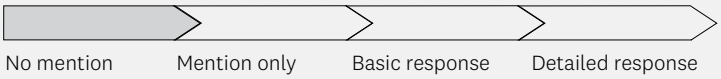
McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence



Transparency Scorecard

104= out of 195 GDSs

2 out of the 2 GDSs in StatsNZ

12= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	1	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
Total		45	96

34

The Treasury – Te Tai Ōhanga

GDS34–01

Thirty Year New Zealand Infrastructure Plan

Purpose

'By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards.' (p.11)

Strategy (to achieve the purpose):

The approach is to focus on:

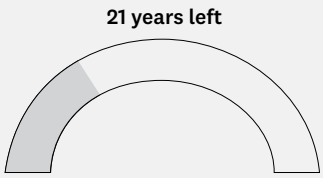
- Developing a better understanding of the type and nature of services to deliver in the future
- Improving asset management practices
- Ensuring the right settings are in place to make better investment decisions in the future. (pp.46–48)

Key data

Publication date:	August 2015
Duration:	2015–2045
Number of pages:	86
Signed by:	Crown (Minister of Finance) and other (Chair of National Infrastructure Advisory Board)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p.9
Legislation:	Required (see New Zealand Infrastructure Commission/ Te Waihanga Act 2019, ss 12 and 13) but not cited in the GDS (the GDS was published in 2015)

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

64= out of 195 GDSs

1 out of the 2 GDSs in Treasury

7= out of the 24 GDSs in the Finance and Government Administration Sector

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		52	96

GDS34–02

He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing

Purpose

'[A]nalyse key trends and their potential long-term fiscal impacts directly alongside a range of policy options available to address them.' (p.4)

Strategy (to achieve the purpose):

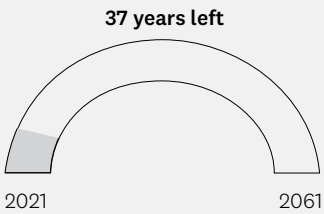
The approach is not to make policy recommendations on the 'optimal' policy option or package of options required to manage New Zealand's fiscal sustainability challenge, but to share this information for consideration and analysis by future governments. (p.41)

Key data

Publication date:	September 2021
Duration:	2021–2061
Number of pages:	93
Signed by:	CE (Secretary to the Treasury)
This GDS replaces:	*He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position* (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Public Finance Act 1989, ss 26I–26N) and cited in the GDS

McGuinness Institute analysis

Duration



Scope of subject matter

Climate intelligence

Transparency Scorecard

82= out of 195 GDSs

2 out of the 2 GDSs in Treasury

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

		Score	Out of
1:	**Opportunities and Threats**		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
2:	**Capabilities and Resources**		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3.5	4
3:	**Vision and Benefits (Purpose)**		
3.1	Provides a clear aspirational statement as to what success would look like	2.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
4:	**Approach and Focus (Strategy)**		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	4	4
5:	**Implementation and Accountability**		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
6:	**Alignment and Authority**		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
Total		49	96

Lists of GDSs

A: GDSs in operation by rank order [195]

B: GDSs archived between October 1994 and 31 December 2024 [470]

List A: GDSs in operation by rank order [195]

Rank (out of 195 GDSs)	Score (out of 96)	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added
1	90	GDS14–05	*Aotearoa New Zealand's First Emissions Reduction Plan*	14. Ministry for the Environment	Natural Resources Sector	May 2022	*2023 GDS Index*
2	87	GDS11–01	*Pacific Languages Strategy 2022–2032*	11. Ministry for Pacific Peoples	Social Services and Community Sector	August 2022	*2023 GDS Index*
3	85	GDS14–08	*Te Rautaki Para | Waste Strategy*	14. Ministry for the Environment	Natural Resources Sector	March 2023	*2023 GDS Index*
4	83	GDS04–06	*Te Rautaki Matihiko mō Aotearoa | The Digital Strategy for Aotearoa*	04. Department of Internal Affairs	Finance and Government Administration Sector	September 2022	*2023 GDS Index*
5	82	GDS21–24	*Rural Health Strategy*	21. Ministry of Health	Health Sector	July 2023	*2023 GDS Index*
6=	81	GDS21–20	*Health Strategy*	21. Ministry of Health	Health Sector	July 2023	*2023 GDS Index*
6=	81	GDS21-22	*Provisional Health of Disabled People Strategy*	21. Ministry of Health	Health Sector	July 2023	*2023 GDS Index*
8=	80	GDS02–13	*Climate Change Adaptation Plan | He Whakamahere Hātepe Urutau mō te Huringa Āhuarangi*	02. Department of Conservation	Natural Resources Sector	June 2020	*2023 GDS Index*
8=	80	GDS22–03	*MAIHI Ka Ora: The national Māori housing strategy*	22. Ministry of Housing and Urban Development	Social Services and Community Sector	December 2021	*2023 GDS Index*
8=	80	GDS23–01	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	23. Ministry of Justice	Justice Sector	December 2021	*2023 GDS Index*
8=	80	GDS25–09	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	25. Ministry of Social Development	Social Services and Community Sector	December 2021	*2023 GDS Index*
12=	78	GDS20–06	*International Climate Finance Strategy: Tuia te Waka a Kiwa*	20. Ministry of Foreign Affairs and Trade	External Sector	August 2022	*2023 GDS Index*
12=	78	GDS21–25	*Women's Health Strategy*	21. Ministry of Health	Health Sector	July 2023	*2023 GDS Index*
14	75.5	GDS22–02	*Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone Anō Hoki | Government Policy Statement on Housing and Urban Development*	22. Ministry of Housing and Urban Development	Social Services and Community Sector	September 2021	*2021 GDS Index*
15	75	GDS02–06	*Kiwi Recovery Plan 2018–2028 | Mahere Whakaora Kiwi 2018–2028*	02. Department of Conservation	Natural Resources Sector	November 2018	*2023 GDS Index*
16=	74	GDS03–03	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	03. Department of Corrections	Justice Sector	December 2021	*2023 GDS Index*
16=	74	GDS14–06	*Aotearoa New Zealand's First National Adaptation Plan*	14. Ministry for the Environment	Natural Resources Sector	August 2022	*2023 GDS Index*
16=	74	GDS29–01	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	29. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	December 2021	*2023 GDS Index*
16=	74	GDS29–02	*Oranga Tamariki Action Plan 2022*	29. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	July 2022	*2023 GDS Index*

Rank (out of 195 GDSs)	Score (out of 96)	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added
20=	73	GDS21–16	*Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25*	21. Ministry of Health	Health Sector	June 2022	*2023 GDS Index*
20=	73	GDS21–21	*Pae Tū – Hauora Māori Strategy*	21. Ministry of Health	Health Sector	July 2023	*2023 GDS Index*
22	72	GDS21–23	*Te Mana Ola – The Pacific Health Strategy*	21. Ministry of Health	Health Sector	July 2023	*2023 GDS Index*
23=	69	GDS11–02	*Pacific Wellbeing Strategy*	11. Ministry for Pacific Peoples	Social Services and Community Sector	September 2022	*2023 GDS Index*
23=	69	GDS19–13	*Action Plan for Pacific Education*	19. Ministry of Education	Education and Workforce Sector	July 2023	*2023 GDS Index*
25	68.5	GDS05–01	*National Disaster Resilience Strategy | Rautaki ā-Motu Manawaroa Aituā*	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	April 2019	*2020 GDS Index*
26=	68	GDS02–15	*Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020*	02. Department of Conservation	Natural Resources Sector	August 2020	*2020 GDS Index*
26=	68	GDS04–07	*Strategy 2022–2025: A pathway to an Aotearoa where ethnic communities feel at home*	04. Department of Internal Affairs	Finance and Government Administration Sector	September 2022	*2023 GDS Index*
26=	68	GDS19–09	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	19. Ministry of Education	Education and Workforce Sector	December 2021	*2023 GDS Index*
26=	68	GDS21–15	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	21. Ministry of Health	Health Sector	December 2021	*2023 GDS Index*
26=	68	GDS24–02	*Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	24. Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	December 2021	*2023 GDS Index*
26=	68	GDS24–03	*MAIHI Ka Ora: The national Māori housing strategy*	24. Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	December 2021	*2023 GDS Index*
32=	67	GDS03–04	*Suicide Prevention and Postvention Action Plan*	03. Department of Corrections	Justice Sector	March 2022	*2023 GDS Index*
32=	67	GDS26–02	*Transport Evidence Base Strategy*	26. Ministry of Transport	Economic Development and Infrastructure Sector	December 2019	*2020 GDS Index*
32=	67	GDS30–03	*Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa | The Leadership Strategy for New Zealand's Public Service*	30. Public Service Commission	Finance and Government Administration Sector	July 2023	*2023 GDS Index*
35=	66	GDS03–05	*Disability Action Plan 2023–2027*	03. Department of Corrections	Justice Sector	February 2023	*2023 GDS Index*
35=	66	GDS05–04	*Secure Together | Tō Tātou Korowai Manaaki: New Zealand's national security strategy 2023–2028*	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August 2023	*2023 GDS Index*
37	65.5	GDS24–01	*Maihi Karauna: The Crown's strategy for Māori language revitalisation 2019–2023*	24. Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	February 2019	*2021 GDS Index*
38	64	GDS21–17	*National HIV Action Plan for Aotearoa New Zealand 2023–2030*	21. Ministry of Health	Health Sector	March 2023	*2023 GDS Index*

Rank (out of 195 GDSs)	Score (out of 96)	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added
39	63	GDS03–06	*Ageing Well Action Plan*	03. Department of Corrections	Justice Sector	August 2023	*2023 GDS Index*
40	62	GDS21–18	*Ngā Pokenga Paipai me ngā Pokenga Huaketo mā te Toto: Te rautaki o Aotearoa 2023–2030 | Aotearoa New Zealand Sexually Transmitted and Blood Borne Infection Strategy 2023–2030*	21. Ministry of Health	Health Sector	March 2023	*2023 GDS Index*
41	61	GDS27–02	*Rautaki Mana Ārai | Customs Strategy 2023–2028*	27. New Zealand Customs Service	External Sector	July 2023	*2023 GDS Index*
42=	60	GDS02–09	*Towards a Predator Free New Zealand: Predator free 2050 strategy*	02. Department of Conservation	Natural Resources Sector	February 2020	*2020 GDS Index*
42=	60	GDS14–07	*Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants*	14. Ministry for the Environment	Natural Resources Sector	December 2022	*2023 GDS Index*
42=	60	GDS30–02	*Fourth National Action Plan 2023–2024*	30. Public Service Commission	Finance and Government Administration Sector	December 2022	*2023 GDS Index*
45=	59	GDS12–16	*Hector's and Māui Dolphin Threat Management Plan 2020*	12. Ministry for Primary Industries	Natural Resources Sector	December 2021	*2024 GDS Index*
45=	59	GDS17–02	*Defence Policy and Strategy Statement 2023*	17. Ministry of Defence	External Sector	August 2023	*2023 GDS Index*
47=	58	GDS12–18	*Wallaby Strategy: Achieving a wallaby-free Aotearoa*	12. Ministry for Primary Industries	Natural Resources Sector	October 2022	*2023 GDS Index*
47=	58	GDS25–04	*Better Later Life | He Oranga Kaumātua 2019–2034*	25. Ministry of Social Development	Social Services and Community Sector	November 2019	*2020 GDS Index*
49	57.5	GDS21–14	*Smokefree Aotearoa 2025 Action Plan*	21. Ministry of Health	Health Sector	December 2021	*2021 GDS Index*
50=	57	GDS16–04	*National Statement of Science Investment 2015–2025*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	October 2015	*2018 GDS Index*
50=	57	GDS19–04	*Te Rautaki Rawa Kura | The School Property Strategy 2030*	19. Ministry of Education	Education and Workforce Sector	June 2020	*2023 GDS Index*
52=	56.5	GDS02–16	*Heritage and Visitor Strategy | He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi Hoki*	02. Department of Conservation	Natural Resources Sector	January 2021	*2021 GDS Index*
52=	56.5	GDS03–02	*Wāhine – E Rere Ana ki te Pae Hou: Women's strategy 2021–2025*	03. Department of Corrections	Justice Sector	October 2021	*2021 GDS Index*
54=	56	GDS02–17	*Hector's and Māui Dolphin Threat Management Plan 2020*	02. Department of Conservation	Natural Resources Sector	December 2021	*2021 GDS Index*
54=	56	GDS26–04	*Government Policy Statement on Land Transport 2024/25–2033/34*	26. Ministry of Transport	Economic Development and Infrastructure Sector	June 2024	*2024 GDS Index*
56	54.5	GDS21–12	*Kia Manawanui Aotearoa: Long-term pathway to mental wellbeing*	21. Ministry of Health	Health Sector	August 2021	*2021 GDS Index*
57	54	GDS03–01	*Our Alcohol and Other Drug Strategy 2021–2026*	03. Department of Corrections	Justice Sector	October 2021	*2021 GDS Index*
58	53.5	GDS09–01	*Cadastre 2034*	09. Land Information New Zealand	Natural Resources Sector	February 2014	*2015 GDS Index*

Rank (out of 195 GDSs)	Score (out of 96)	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added
59=	53	GDS12–05	*Wilding Conifer Management Strategy 2015–2030*	12. Ministry for Primary Industries	Natural Resources Sector	December 2014	*2023 GDS Index*
59=	53	GDS19–11	*International Education Strategy 2022–2030*	19. Ministry of Education	Education and Workforce Sector	August 2022	*2023 GDS Index*
59=	53	GDS21–11	*Whakamaua – Māori Health Action Plan 2020–2025*	21. Ministry of Health	Health Sector	July 2020	*2020 GDS Index*
59=	53	GDS26–05	*Maritime Security Strategy 2024*	26. Ministry of Transport	Economic Development and Infrastructure Sector	June 2024	*2024 GDS Index*
63	52.5	GDS21–06	*Faiva Ora 2016–2021 – National Pasifika Disability Plan*	21. Ministry of Health	Health Sector	August 2017	*2018 GDS Index*
64=	52	GDS02–07	*New Zealand-Aotearoa Government Tourism Strategy*	02. Department of Conservation	Natural Resources Sector	May 2019	*2020 GDS Index*
64=	52	GDS05–03	*New Zealand's Countering Terrorism and Violent Extremism Strategy*	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	October 2022	*2023 GDS Index*
64=	52	GDS25–11	*Social Sector Commissioning 2022–2028 Action Plan*	25. Ministry of Social Development	Social Services and Community Sector	October 2022	*2023 GDS Index*
64=	52	GDS34–01	*Thirty Year New Zealand Infrastructure Plan*	34. The Treasury	Finance and Government Administration Sector	August 2015	*2018 GDS Index*
68=	51	GDS02–18	*Procurement Strategy for Roading Activities, 2021/22–2023/24*	02. Department of Conservation	Natural Resources Sector	May 2022	*2023 GDS Index*
68=	51	GDS19–01	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society*	19. Ministry of Education	Education and Workforce Sector	July 2014	*2018 GDS Index*
68=	51	GDS21–10	*Ola Manuia – Pacific Health and Wellbeing Action Plan 2020–2025*	21. Ministry of Health	Health Sector	June 2020	*2020 GDS Index*
68=	51	GDS33–01	*Transforming the New Zealand Census of Population and Dwellings: Issues, options and strategy*	33. Statistics New Zealand	Finance and Government Administration Sector	April 2012	*2014 GDS Index*
72=	50	GDS09–05	*Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021–2030*	09. Land Information New Zealand	Natural Resources Sector	December 2021	*2021 GDS Index*
72=	50	GDS11–03	*Fale mo Aiga – Pacific Housing Strategy 2030*	11. Ministry for Pacific Peoples	Social Services and Community Sector	November 2022	*2023 GDS Index*
72=	50	GDS12–13	*Cadmium and New Zealand Agriculture and Horticulture*	12. Ministry for Primary Industries	Natural Resources Sector	December 2019	*2021 GDS Index*
72=	50	GDS16–11	*MBIE's Regulatory Systems Stewardship Strategy 2023–2028*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	March 2023	*2023 GDS Index*
72=	50	GDS18–01	*Disability Strategy 2016–2026*	18. Ministry of Disabled People	Social Services and Community Sector	November 2016	*2018 GDS Index*
72=	50	GDS18–03	*Sign Language Strategy 2018–2023*	18. Ministry of Disabled People	Social Services and Community Sector	October 2018	*2018 GDS Index*
72=	50	GDS19–12	*Connected Ako: Digital and data for learning*	19. Ministry of Education	Education and Workforce Sector	June 2023	*2023 GDS Index*

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72=	50	GDS19–14	*Approach to Improving Attendance in Schools*	19. Ministry of Education	Education and Workforce Sector	May 2024	*2024 GDS Index*
72=	50	GDS20–05	*Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021–2030*	20. Ministry of Foreign Affairs and Trade	External Sector	December 2021	*2021 GDS Index*
81	49	GDS17–01	*Defence Capability Plan 2019*	17. Ministry of Defence	External Sector	June 2019	*2020 GDS Index*
82=	49	GDS12–07	*Primary Sector Science Roadmap – Te Ao Tūroa*	12. Ministry for Primary Industries	Natural Resources Sector	June 2017	*2018 GDS Index*
82=	49	GDS21–13	*COVID-19 Māori Health Protection Plan*	21. Ministry of Health	Health Sector	December 2021	*2021 GDS Index*
82=	49	GDS21-27	*New Zealand Pandemic Plan: A framework for action (Interim update – July 2024)*	21. Ministry of Health	Health Sector	July 2024	*2024 GDS Index*
82=	49	GDS25–06	*E Tū Whānau – Mahere Rautaki: Framework for change 2019–2024*	25. Ministry of Social Development	Social Services and Community Sector	June 2020	*2021 GDS Index*
82=	49	GDS34–02	*He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing*	34. The Treasury	Finance and Government Administration Sector	September 2021	*2021 GDS Index*
87	48.5	GDS12–06	*Science Strategy | Rautaki Putaiao*	12. Ministry for Primary Industries	Natural Resources Sector	October 2015	*2018 GDS Index*
88=	48	GDS02–20	*Ngā Awa, DOC's Priority River Restoration Programme*	02. Department of Conservation	Natural Resources Sector	October 2022	*2023 GDS Index*
88=	48	GDS12–04	*National Plan of Action for the Conservation and Management of Sharks 2013*	12. Ministry for Primary Industries	Natural Resources Sector	January 2014	*2020 GDS Index*
88=	48	GDS25–07	*Pasefika Proud: Pathways for change 2019–2023*	25. Ministry of Social Development	Social Services and Community Sector	June 2020	*2021 GDS Index*
88=	48	GDS25–10	*Financial Capability in Aotearoa New Zealand*	25. Ministry of Social Development	Social Services and Community Sector	December 2021	*2023 GDS Index*
88=	48	GDS25–12	*Youth Plan: Voice, leadership, action*	25. Ministry of Social Development	Social Services and Community Sector	August 2023	*2023 GDS Index*
93	47.5	GDS05–02	*Cyber Security Strategy 2019*	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	July 2019	*2020 GDS Index*
94=	47	GDS02–04	*New Zealand Sea Lion/Rāpoka Threat Management Plan*	02. Department of Conservation	Natural Resources Sector	July 2017	*2020 GDS Index*
94=	47	GDS02–19	*A Structured Decision Making Approach for the Recovery of Kuaka/Whenua Hou Diving Petrel* (Pelecanoides whenuahouensis)	02. Department of Conservation	Natural Resources Sector	June 2022	*2023 GDS Index*
94=	47	GDS02–22	*Predator Free 2050 Interim Implementation Plan 2024–2030*	02. Department of Conservation	Natural Resources Sector	July 2024	*2024 GDS Index*
94=	47	GDS12–08	*New Zealand Sea Lion/Rāpoka Threat Management Plan*	12. Ministry for Primary Industries	Natural Resources Sector	July 2017	*2020 GDS Index*

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94=	47	GDS21–08	*Every Life Matters | He Tapu te Oranga o ia Tangata: Suicide prevention strategy 2019–2029 and suicide prevention action plan 2019–2024 for Aotearoa New Zealand*	21. Ministry of Health	Health Sector	September 2019	*2020 GDS Index*
99	46.5	GDS12–12	*Aquaculture Strategy*	12. Ministry for Primary Industries	Natural Resources Sector	September 2019	*2020 GDS Index*
100=	46	GDS02–10	*Visitor Centre Strategy 2020–2025*	02. Department of Conservation	Natural Resources Sector	February 2020	*2021 GDS Index*
100=	46	GDS02–14	*Te Kaweka Takohaka mō te Hoiho*	02. Department of Conservation	Natural Resources Sector	August 2020	*2020 GDS Index*
100=	46	GDS12–15	*Te Kaweka Takohaka mō te Hoiho*	12. Ministry for Primary Industries	Natural Resources Sector	August 2020	*2020 GDS Index*
100=	46	GDS19–03	*Learning Support Action Plan 2019–2025*	19. Ministry of Education	Education and Workforce Sector	July 2019	*2020 GDS Index*
104=	45	GDS04–08	*Regional Deals Strategic Framework*	04. Department of Internal Affairs	Finance and Government Administration Sector	August 2024	*2024 GDS Index*
104=	45	GDS09–03	*Regulatory Stewardship Strategy*	09. Land Information New Zealand	Natural Resources Sector	August 2018	*2020 GDS Index*
104=	45	GDS14–02	*Clean Healthy Air for All New Zealanders: The national air quality compliance to meet the PM_{10} standard*	14. Ministry for the Environment	Natural Resources Sector	August 2011	*2014 GDS Index*
104=	45	GDS14–10	*New Zealand's Second Emissions Reduction Plan 2026–30*	14. Ministry for the Environment	Natural Resources Sector	December 2024	*2024 GDS Index*
104=	45	GDS19–10	*Hei Raukura mō te Mokopuna Strategy*	19. Ministry of Education	Education and Workforce Sector	February 2022	*2023 GDS Index*
104=	45	GDS33–02	*Government Data Strategy and Roadmap 2021*	33. Statistics New Zealand	Finance and Government Administration Sector	August 2021	*2021 GDS Index*
110	44.5	GDS27–01	*Information Management Strategy 2021–2024*	27. New Zealand Customs Service	External Sector	September 2021	*2021 GDS Index*
111=	44	GDS02–11	*National Plan of Action – Seabirds 2020*	02. Department of Conservation	Natural Resources Sector	May 2020	*2020 GDS Index*
111=	44	GDS12–14	*National Plan of Action – Seabirds 2020*	12. Ministry for Primary Industries	Natural Resources Sector	May 2020	*2020 GDS Index*
111=	44	GDS22–04	*Fale mo Aiga – Pacific Housing Strategy 2030*	22. Ministry of Housing and Urban Development	Social Services and Community Sector	November 2022	*2023 GDS Index*
114	43.5	GDS25–02	*Family Violence Funding Approach*	25. Ministry of Social Development	Social Services and Community Sector	July 2019	*2020 GDS Index*
115=	43	GDS02–01	*Karst Management Guidelines: Policies and actions*	02. Department of Conservation	Natural Resources Sector	May 1999	*2023 GDS Index*
115=	43	GDS02–03	*Mātauranga Whakauka Taiao | Environmental Education for Sustainability*	02. Department of Conservation	Natural Resources Sector	July 2017	*2018 GDS Index*
115=	43	GDS14–01	*Urban Design Protocol*	14. Ministry for the Environment	Natural Resources Sector	March 2005	*2018 GDS Index*
115=	43	GDS14–03	*Mātauranga Whakauka Taiao | Environmental Education for Sustainability*	14. Ministry for the Environment	Natural Resources Sector	July 2017	*2018 GDS Index*

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115=	43	GDS16–02	*He Kai Kei Aku Ringa: The Crown-Māori economic growth partnership*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	November 2012	*2014 GDS Index*
115=	43	GDS21–02	*Cancer Plan: Better, faster cancer care 2015–2018*	21. Ministry of Health	Health Sector	December 2014	*2018 GDS Index*
115=	43	GDS21–26	*Strategic Framework for Managing COVID-19*	21. Ministry of Health	Health Sector	September 2023	*2023 GDS Index*
115=	43	GDS26–06	*Road Safety Objectives 2024*	26. Ministry of Transport	Economic Development and Infrastructure Sector	October 2024	*2024 GDS Index*
123=	42	GDS12–17	*National Inshore Finfish Fisheries Plan*	12. Ministry for Primary Industries	Natural Resources Sector	October 2022	*2023 GDS Index*
123=	42	GDS16–05	*Health Research Strategy*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	June 2017	*2021 GDS Index*
123=	42	GDS16–09	*Combatting Modern Forms of Slavery*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December 2020	*2021 GDS Index*
123=	42	GDS21–05	*Health Research Strategy*	21. Ministry of Health	Health Sector	June 2017	*2021 GDS Index*
123=	42	GDS25–08	*Elder Abuse in Aotearoa: The proposed future strategy of Elder Abuse Response Services*	25. Ministry of Social Development	Social Services and Community Sector	July 2020	*2021 GDS Index*
128=	40.5	GDS04–04	*Rautaki mō tētahi Rāngai Kāwanatanga Matihiko | Strategy for a Digital Public Service*	04. Department of Internal Affairs	Finance and Government Administration Sector	March 2020	*2020 GDS Index*
128=	40.5	GDS21–01	*He Korowai Oranga – Māori Health Strategy 2014*	21. Ministry of Health	Health Sector	June 2014	*2014 GDS Index*
130	40	GDS03–07	*Hōkai Rangi: Our organisational strategy*	03. Department of Corrections	Justice Sector	NK 2024	*2024 GDS Index*
131=	39	GDS04–05	*DIA's Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism*	04. Department of Internal Affairs	Finance and Government Administration Sector	July 2022	*2023 GDS Index*
131=	39	GDS05–05	*2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]*	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August 2024	*2024 GDS Index*
131=	39	GDS12–11	*National Fisheries Plan for Highly Migratory Species*	12. Ministry for Primary Industries	Natural Resources Sector	May 2019	*2023 GDS Index*
131=	39	GDS16–15	*2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	August 2024	*2024 GDS Index*
135=	38.5	GDS12–01	*Harvest Strategy Standard for New Zealand Fisheries*	12. Ministry for Primary Industries	Natural Resources Sector	October 2008	*2014 GDS Index*
135=	38.5	GDS14–04	*Our Science Strategy | Rautaki Pūtaiao: Valued and trusted science – a framework for change*	14. Ministry for the Environment	Natural Resources Sector	May 2018	*2018 GDS Index*

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137	37	GDS25–01	*Te Pae Tata – Te Rautaki Māori me te Mahere Mahi | Māori Strategy and Action Plan*	25. Ministry of Social Development	Social Services and Community Sector	June 2019	*2020 GDS Index*
138=	36.5	GDS02–02	*New Zealand Subantarctic Islands Research Strategy*	02. Department of Conservation	Natural Resources Sector	May 2005	*2014 GDS Index*
138=	36.5	GDS16–01	*Vision Mātauranga*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July 2007	*2014 GDS Index*
140=	36	GDS21–03	*Implementing Medicines New Zealand 2015 to 2020*	21. Ministry of Health	Health Sector	June 2015	*2015 GDS Index*
140=	36	GDS21–04	*Cancer Health Information Strategy*	21. Ministry of Health	Health Sector	July 2015	*2018 GDS Index*
140=	36	GDS21–09	*COVID-19 Health and Disability System Response Plan*	21. Ministry of Health	Health Sector	April 2020	*2020 GDS Index*
140=	36	GDS25–05	*Campaign for Action on Family Violence: Framework for change 2019–2023*	25. Ministry of Social Development	Social Services and Community Sector	June 2020	*2021 GDS Index*
144	35	GDS25–13	*The Child and Youth Strategy 2024–2027*	25. Ministry of Social Development	Social Services and Community Sector	November 2024	*2024 GDS Index*
145=	34	GDS02–12	*Addressing the Threat of Toxoplasmosis to Hector's and Māui Dolphins: An action plan*	02. Department of Conservation	Natural Resources Sector	June 2020	*2024 GDS Index*
145=	34	GDS22–01	*Public Housing Plan 2021–2024* [Updated to 2025]	22. Ministry of Housing and Urban Development	Social Services and Community Sector	January 2021	*2021 GDS Index*
145=	34	GDS25–14	*Rautaki Hangarau | Technology Strategy*	25. Ministry of Social Development	Social Services and Community Sector	NK 2024	*2024 GDS Index*
148=	33.5	GDS04–02	*Archives 2057 Strategy*	04. Department of Internal Affairs	Finance and Government Administration Sector	May 2017	*2018 GDS Index*
148=	33.5	GDS25–03	*Pacific Prosperity: Our people, our solutions, our future*	25. Ministry of Social Development	Social Services and Community Sector	October 2019	*2020 GDS Index*
150=	33	GDS16–08	*Technical Barriers to Trade (TBT) Strategy*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	NK 2019	*2020 GDS Index*
150=	33	GDS21–07	*National Syphilis Action Plan: An action plan to stop the syphilis epidemic in New Zealand*	21. Ministry of Health	Health Sector	June 2019	*2020 GDS Index*
150=	33	GDS26–03	*Search and Rescue Strategic Plan 2021–2024*	26. Ministry of Transport	Economic Development and Infrastructure Sector	August 2023	*2023 GDS Index*
150=	33	GDS29–03	*Oranga Tamariki Disability Vision and Strategy*	29. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	December 2023	*2023 GDS Index*
154=	32	GDS02–24	*Te Ara Mōrehu: He rautaki whakaora kākāriki karaka | Kākāriki Karaka Recovery Strategy 2024–2034*	02. Department of Conservation	Natural Resources Sector	September 2024	*2024 GDS Index*
154=	32	GDS09–02	*New Zealand Positioning Strategy*	09. Land Information New Zealand	Natural Resources Sector	May 2014	*2018 GDS Index*

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156	31.5	GDS12–09	*National Blue Cod Strategy*	12. Ministry for Primary Industries	Natural Resources Sector	December 2018	*2018 GDS Index*
157=	31	GDS02–21	*Te Rautaki Whakaora Kea | Kea Recovery Strategy 2024–2034*	02. Department of Conservation	Natural Resources Sector	May 2024	*2024 GDS Index*
157=	31	GDS18–04	*Disability Action Plan 2019–2023*	18. Ministry of Disabled People	Social Services and Community Sector	November 2019	*2020 GDS Index*
159	30	GDS18–02	*Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan*	18. Ministry of Disabled People	Social Services and Community Sector	March 2018	*2018 GDS Index*
160	29.5	GDS26–01	*Hei Arataki – Ministry of Transport Māori Strategy*	26. Ministry of Transport	Economic Development and Infrastructure Sector	September 2019	*2021 GDS Index*
161=	29	GDS16–10	*Building for the Future: MBIE's building system regulatory strategy*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December 2020	*2020 GDS Index*
161=	29	GDS21–19	*Oranga Hinengaro System and Service Framework*	21. Ministry of Health	Health Sector	April 2023	*2024 GDS Index*
163=	28.5	GDS20–02	*Gender Action Plan 2021–25*	20. Ministry of Foreign Affairs and Trade	External Sector	January 2021	*2021 GDS Index*
163=	28.5	GDS20–03	*Child & Youth Well-Being Strategic Action Plan 2021–2025*	20. Ministry of Foreign Affairs and Trade	External Sector	May 2021	*2021 GDS Index*
163=	28.5	GDS20–04	*Human Rights Strategic Action Plan for International Development Cooperation 2021–2025*	20. Ministry of Foreign Affairs and Trade	External Sector	October 2021	*2021 GDS Index*
166=	28	GDS16–13	*Employment Action Plan*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	August 2024	*2024 GDS Index*
166=	28	GDS16–16	*Space and Advanced Aviation Strategy 2024–2030*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	September 2024	*2024 GDS Index*
168=	27	GDS02–23	*Critical Ecosystem Pressures on Freshwater Environments (CRESP): 4-year research strategy*	02. Department of Conservation	Natural Resources Sector	August 2024	*2024 GDS Index*
168=	27	GDS12–03	*Animal Welfare Matters: New Zealand animal welfare strategy*	12. Ministry for Primary Industries	Natural Resources Sector	May 2013	*2018 GDS Index*
168=	27	GDS19–05	*Ka Hikitia – Ka Hāpaitia: The Māori education strategy*	19. Ministry of Education	Education and Workforce Sector	July 2020	*2020 GDS Index*
171=	26	GDS08–01	*Our Strategy: Improving oranga for current and future generations*	08. Inland Revenue Department	Finance and Government Administration Sector	November 2023	*2023 GDS Index*
171=	26	GDS28–01	*NZSIS Strategy 2024–2029*	28. New Zealand Security Intelligence Service	Finance and Government Administration Sector	NK	*2024 GDS Index*
171=	26	GDS30–01	*Kia Toipoto – Public Service Action Plan 2021–24*	30. Public Service Commission	Finance and Government Administration Sector	November 2021	*2021 GDS Index*

Rank (out of 195 GDSs)	Score (out of 96)	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added
174	25.5	GDS04–01	*Te Huri Mōhiotanga Hei Uara: Ngā tohutohu rautaki ki 2030 | Turning Knowledge Into Value: Strategic directions to 2030*	04. Department of Internal Affairs	Finance and Government Administration Sector	December 2016	*2018 GDS Index*
175=	25	GDS09–04	*New Zealand Geographic Board Strategy 2020–2025*	09. Land Information New Zealand	Natural Resources Sector	April 2020	*2023 GDS Index*
175=	25	GDS14–09	*Responding to a Changing Climate: The Government's climate strategy*	14. Ministry for the Environment	Natural Resources Sector	July 2024	*2024 GDS Index*
177	24.5	GDS19–07	*Statement of National Education and Learning Priorities*	19. Ministry of Education	Education and Workforce Sector	November 2020	*2021 GDS Index*
178=	24	GDS02–05	*National Compliance Strategy*	02. Department of Conservation	Natural Resources Sector	August 2017	*2018 GDS Index*
178=	24	GDS16–06	*Health and Safety at Work Strategy 2018–2028*	16. Ministry of Business, Innovation and Employment	Education and Workforce Sector	December 2018	*2018 GDS Index*
180=	22.5	GDS19–02	*The International Student Wellbeing Strategy*	19. Ministry of Education	Education and Workforce Sector	June 2017	*2018 GDS Index*
180=	22.5	GDS19–08	*Tertiary Education Strategy*	19. Ministry of Education	Education and Workforce Sector	November 2020	*2021 GDS Index*
182=	22	GDS07–01	*GCSB Strategy 2023–27*	07. Government Communications Security Bureau	Finance and Government Administration Sector	NK	*2024 GDS Index*
182=	22	GDS16–03	*Refugee Settlement: New Zealand resettlement strategy*	16. Ministry of Business, Innovation and Employment	Education and Workforce Sector	December 2012	*2014 GDS Index*
184=	21	GDS08–02	*Multinational Enterprises: Compliance focus 2024*	08. Inland Revenue Department	Finance and Government Administration Sector	NK 2024	*2024 GDS Index*
184=	21	GDS12–10	*National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019*	12. Ministry for Primary Industries	Natural Resources Sector	May 2019	*2023 GDS Index*
186	20	GDS19–06	*Tau Mai te Reo – The Māori Language in Education Strategy*	19. Ministry of Education	Education and Workforce Sector	July 2020	*2020 GDS Index*
187=	19	GDS16–12	*Trading Standards Compliance Strategy*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	January 2024	*2024 GDS Index*
187=	19	GDS29–04	*Pacific Strategy 2021–2024*	29. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	NK	*2024 GDS Index*
189	18	GDS20–01	*International Cooperation for Effective Sustainable Development (ICESD) [Policy statement]*	20. Ministry of Foreign Affairs and Trade	External Sector	November 2019	*2020 GDS Index*
190	17.5	GDS12–02	*Research and Science Information Standard for New Zealand Fisheries*	12. Ministry for Primary Industries	Natural Resources Sector	May 2011	*2018 GDS Index*

Rank (out of 195 GDSs)	Score (out of 96)	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added
191=	16	GDS02–08	*Strategic Priorities for Initiating Engagement in Advocacy Processes under the RMA 1991 and the Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012*	02. Department of Conservation	Natural Resources Sector	June 2019	*2023 GDS Index*
191=	16	GDS16–07	*Conformance System Strategy*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July 2019	*2020 GDS Index*
193	14	GDS20–07	*Disarmament and Arms Control Strategy*	20. Ministry of Foreign Affairs and Trade	External Sector	NK	*2024 GDS Index*
194	10.5	GDS04–03	*Office of Ethnic Communities – Strategic Framework*	04. Department of Internal Affairs	Finance and Government Administration Sector	January 2020	*2020 GDS Index*
195	10	GDS16–14	*Major Events Strategy*	16. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	August 2024	*2024 GDS Index*

List B: GDSs archived between October 1994 and 31 December 2024 [470]

Row	Department that archived the GDS	Sector	GDS title	Publication date
2014 GDS Index archived as at 30 June 2014				
1	Department of Conservation	Environment Sector	*Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions*	NK 2001
2	Department of Conservation	Environment Sector	*Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond*	NK 2002
3	Department of Conservation	Environment Sector	*Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond*	NK 2003
4	Department of Conservation	Environment Sector	*National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries* (jointly held between MPI and DOC)	April 2004
5	Department of Conservation	Environment Sector	*Marine Mammal Action Plan for 2005-2010*	December 2004
6	Department of Corrections	Justice Sector	*Pacific Strategy 2002–2005*	NK 2002
7	Department of Corrections	Justice Sector	*Strategy to Reduce Drug and Alcohol Use by Offenders 2005–2008*	NK 2004
8	Department of Corrections	Justice Sector	*Te Reo Strategy 2004–2008*	NK 2004
9	Department of Corrections	Justice Sector	*Pacific Strategy 2005–2008*	NK 2005
10	Department of Corrections	Justice Sector	*Justice Sector Information Strategy 2006–2011* (jointly held between MOJ and Corrections)	July 2006
11	Department of Corrections	Justice Sector	*Prisoner Employment Strategy 2006–2009*	NK 2006
12	Department of Corrections	Justice Sector	*Māori Strategic Plan 2008–2013*	June (approx) 2008
13	Department of Corrections	Justice Sector	*Pacific Strategy 2008–2013*	June (approx) 2008
14	Department of Corrections	Justice Sector	*Prisoner Skills & Employment Strategy 2009–2012*	NK 2009
15	Department of Internal Affairs	Māori, Other Populations and Cultural Sector	*National Civil Defence Emergency Management Strategy – 2003–2006*	March 2004
16	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Crime Prevention Strategy 1994*	October 1994
17	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Growing an Innovative New Zealand*	February 2002
18	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Sustainable Development For New Zealand: Programme of Action*	January 2003
19	Land Information New Zealand	Primary Sector	*Geodetic Strategy 2003–2008*	April 2003
20	Land Information New Zealand	Primary Sector	*Ross Sea Region: Strategy 2003–2012*	May 2003
21	Land Information New Zealand	Primary Sector	*Topographic Information Strategy 2005–2010*	June 2005
22	Land Information New Zealand	Primary Sector	*Future-proofing Core Survey and Title Paper Records: Strategy Paper for the Minister for Land Information*	October 2007
23	Land Information New Zealand	Primary Sector	*Biosecurity Strategy 2010–2013*	July 2010

Row	Department that archived the GDS	Sector	GDS title	Publication date
24	Ministry for Culture and Heritage	Māori, Other Populations and Cultural Sector	*Building a Strong and Sustainable Public Broadcasting Environment for New Zealand: A Programme of Action*	NK 2005
25	Ministry for Culture and Heritage	Māori, Other Populations and Cultural Sector	*Digital Television Strategy*	November 2006
26	Ministry for Pacific Peoples	Māori, Other Populations and Cultural Sector	*Ala Fou – New Pathways: Strategic Directions for Pacific Youth in New Zealand*	NK 2003
27	Ministry for Pacific Peoples	Māori, Other Populations and Cultural Sector	*Pacific Economic Action Plan and Pacific Women's Economic Development Plan*	NK 2005
28	Ministry for Pacific Peoples	Māori, Other Populations and Cultural Sector	*Pathways to Leadership: Goal 2010: A Report on Pacific Leadership in the Public Service*	NK 2006
29	Ministry for Pacific Peoples	Māori, Other Populations and Cultural Sector	*Auckland Pacific Strategy: Successful Pacific Peoples 2009–2014*	NK 2009
30	Ministry for Pacific Peoples	Māori, Other Populations and Cultural Sector	*Career Futures for Pacific Peoples: A Report on Future Labour Market Opportunities and Education Pathways for Pacific Peoples*	October 2010
31	Ministry for Primary Industries [previously MAF]	Primary Sector	*A Standard Setting Strategy for the Protection of New Zealand's Forests and Trade in Their Products*	NK 1998
32	Ministry for Primary Industries [previously MAF]	Primary Sector	*Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry* (jointly held between MFE and MPI)	May 2003
33	Ministry for Primary Industries [previously MAF]	Primary Sector	*Tiakina Aotearoa, Protect New Zealand: The Biosecurity Strategy for New Zealand*	August 2003
34	Ministry for Primary Industries [previously MAF]	Primary Sector	*A Pastoral Greenhouse Gas Research Strategy*	October 2003
35	Ministry for Primary Industries [previously MAF]	Primary Sector	*National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries* (jointly held between MPI and DOC)	April 2004
36	Ministry for Primary Industries [previously MAF]	Primary Sector	*Strategy for Managing the Environmental Effects of Fishing*	June 2005
37	Ministry for Primary Industries [previously MAF]	Primary Sector	*Campylobacter in Poultry – Risk Management Strategy 2006–2009*	November 2006
38	Ministry for Primary Industries [previously MAF]	Primary Sector	*Food Safety Authority Strategy for Involving Māori in Food Safety and Consumer Protection Issues*	April 2007
39	Ministry for Primary Industries [previously MAF]	Primary Sector	*Listeria Monocytogenes Risk Management Strategy 2008–2013*	July 2008
40	Ministry for Primary Industries [previously MAF]	Primary Sector	*National Plan of Action for the Conservation and Management of Sharks*	October 2008
41	Ministry for Primary Industries [previously MAF]	Primary Sector	*Campylobacter Risk Management Strategy 2008–2011*	December 2008
42	Ministry for Primary Industries [previously MAF]	Primary Sector	*Salmonella Risk Management Strategy 2009–2012*	March 2009
43	Ministry for Primary Industries [previously MAF]	Primary Sector	*Strategic Objectives in Codex 2010–2013*	NK 2010
44	Ministry for the Environment	Environment Sector	*Environment 2010 Strategy: A Statement of the Government's Strategy on the Environment*	September 1995
45	Ministry for the Environment	Environment Sector	*Sustainable Land Management: A Strategy for New Zealand*	June 1996
46	Ministry for the Environment	Environment Sector	*Learning to Care for Our Environment: Me Ako ki te Tiaki Taiao: A National Strategy for Environmental Education*	June 1998

Row	Department that archived the GDS	Sector	GDS title	Publication date
47	Ministry for the Environment	Environment Sector	*National Energy Efficiency and Conservation Strategy: Towards a Sustainable Energy Future*	September 2001
48	Ministry for the Environment	Environment Sector	*Waste Strategy 2002*	March 2002
49	Ministry for the Environment	Environment Sector	*Climate Change Research Strategy*	NK 2002
50	Ministry for the Environment	Environment Sector	*Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry* (jointly held between MFE and MPI)	May 2003
51	Ministry for the Environment	Environment Sector	*Strategy for Improving the Workability of Hazardous Substances Provisions of the Hazardous Substances and New Organisms Act*	June 2003
52	Ministry for the Environment	Environment Sector	*The Water Programme of Action*	November 2003
53	Ministry for the Environment	Environment Sector	*Climate Change Solutions: Whole of Government Climate Change Work Programmes*	June 2006
54	Ministry for Women	Māori, Other Populations and Cultural Sector	*Action Plan for New Zealand Women*	March 2004
55	Ministry of Business, Innovation and Employment	Education and Science Sector	*The Government's Strategy for Research, Science and Technology in New Zealand to the Year 2010*	August 1996
56	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002* (jointly held between MBIE and TPK)	NK 1999
57	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Industry Development Strategy*	May 2000
58	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Regional Development Strategy*	June 2000
59	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*E-Commerce: Building the Strategy for New Zealand*	November 2001
60	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Tourism Strategy 2010*	NK 2001
61	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Connecting Communities: A Strategy for Government Support of Community Access to Information and Communications Technology*	June 2002
62	Ministry of Business, Innovation and Employment	Education and Science Sector	*Biotechnology Strategy: A Foundation for Development With Care*	May 2003
63	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*A Future Together: The New Zealand Settlement Strategy in Outline*	NK 2003
64	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*The Digital Strategy: Creating Our Digital Future*	May 2005
65	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Labour Market & Employment Strategy: Better Work, Working Better*	June 2005
66	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Roadmaps for Science: Energy Research*	December 2006
67	Ministry of Business, Innovation and Employment	Education and Science Sector	*Roadmaps for Science: Nanoscience + Nanotechnologies*	December 2006
68	Ministry of Business, Innovation and Employment	Education and Science Sector	*Roadmaps for Science: Biotechnology Research*	March 2007

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

Row	Department that archived the GDS	Sector	GDS title	Publication date
95	Ministry of Foreign Affairs and Trade	External Sector	*NZAID Human Rights Policy: Implementation Plan of Action 2004 –09*	NK 2004
96	Ministry of Foreign Affairs and Trade	External Sector	*Preventing Conflict and Building Peace*	February 2005
97	Ministry of Foreign Affairs and Trade	External Sector	*Pacific Fisheries Strategy 2006–2010*	October 2006
98	Ministry of Foreign Affairs and Trade	External Sector	*Pacific Strategy 2007–2015: Te Ara Tupu – The Pathway of Growth: Tackling Poverty in Our Region*	NK 2007
99	Ministry of Health	Health Sector	*Te Ara Tohu: Strategic Management Plan for Māori Health 1994–1999*	NK 1995
100	Ministry of Health	Health Sector	*Moving Forward: The National Mental Health Plan for More and Better Services*	July, 1997
101	Ministry of Health	Health Sector	*In Our Hands: New Zealand Youth Suicide Prevention Strategy* (jointly held between TPK and MOH)	March 1998
102	Ministry of Health	Health Sector	*Kia piki te ora o te taitamariki: Strengthening Youth Wellbeing: New Zealand Youth Suicide Prevention Strategy* (jointly held between TPK and MOH)	March 1998
103	Ministry of Health	Health Sector	*Child Health Strategy*	June 1998
104	Ministry of Health	Health Sector	*National Drug Policy 1998–2003*	June 1998
105	Ministry of Health	Health Sector	*National Alcohol Strategy 2000–2003*	March 2001
106	Ministry of Health	Health Sector	*Pacific Health and Disability Action Plan*	February 2002
107	Ministry of Health	Health Sector	*Te Puāwaitanga: Māori Mental Health National Strategic Framework*	April 2002
108	Ministry of Health	Health Sector	*He Korowai Oranga: Māori Health Strategy*	November 2002
109	Ministry of Health	Health Sector	*Building on Strengths: A New Approach to Promoting Mental Health in New Zealand/Aotearoa*	December 2002
110	Ministry of Health	Health Sector	*Child Health Information Strategy*	April 2003
111	Ministry of Health	Health Sector	*Clinical Training Agency Strategic Intentions 2004–2013*	January 2004
112	Ministry of Health	Health Sector	*Clearing the Smoke: A Five-year Plan for Tobacco Control in New Zealand (2004–2009)*	September 2004
113	Ministry of Health	Health Sector	*Preventing and Minimising Gambling Harm: Strategic Plan 2004–2010*	March 2005
114	Ministry of Health	Health Sector	*National Mental Health Information Strategy*	June 2005
115	Ministry of Health	Health Sector	*Te Tāhuhu: Improving Mental Health 2005–2015: The Second New Zealand Mental Health and Addiction Plan*	June 2005
116	Ministry of Health	Health Sector	*Health Information Strategy for New Zealand 2005*	August 2005
117	Ministry of Health	Health Sector	*Pacific Provider Development Fund Purchasing Strategy 2005/06 to 2007/08*	October 2005
118	Ministry of Health	Health Sector	*Problem Gambling Research Programme 2005–2010*	NK 2005
119	Ministry of Health	Health Sector	*Te Puāwaiwhero: The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015*	July 2008
120	Ministry of Health	Health Sector	*National Strategic Plan of Action for Breastfeeding 2008–2012*	March 2009
121	Ministry of Health	Health Sector	*Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2010–2014*	January, 2010
122	Ministry of Health	Health Sector	*National Health IT Plan: Enabling an Integrated Healthcare Model*	September 2010
123	Ministry of Justice	Justice Sector	*Justice Sector Information Strategy 1996*	August 1996
124	Ministry of Justice	Justice Sector	*Youth Offending Strategy: Preventing and Reducing Offending and Re-offending by Children and Young People: Te Haonga* (jointly held between MOJ and MSD)	April 2002

Row	Department that archived the GDS	Sector	GDS title	Publication date
125	Ministry of Justice	Justice Sector	*Crime Reduction Strategy 2002*	NK 2002
126	Ministry of Justice	Justice Sector	*Te Ara Hei Mua, The Pathway Forward 2003–2006*	June 2003
127	Ministry of Justice	Justice Sector	*Safer Communities: Action Plan to Reduce Community Violence & Sexual Violence*	June 2004
128	Ministry of Justice	Justice Sector	*Justice Sector Information Strategy 2006–2011* (jointly held between MOJ and Corrections)	July 2006
129	Ministry of Justice	Justice Sector	*Organised Crime Strategy: Developing a Whole of Government Approach to Combat Organised Crime*	March 2008
130	Ministry of Justice	Justice Sector	*STOP Strategy: A Strategy for Change 2008–2011*	September 2008
131	Ministry of Māori Development – Te Puni Kōkiri	Māori, Other Populations and Cultural Sector	*In Our Hands: New Zealand Youth Suicide Prevention Strategy* (jointly held between TPK and MOH)	March 1998
132	Ministry of Māori Development – Te Puni Kōkiri	Māori, Other Populations and Cultural Sector	*Kia piki te ora o te taitamariki: Strengthening Youth Wellbeing: New Zealand Youth Suicide Prevention Strategy* (jointly held between TPK and MOH)	March 1998
133	Ministry of Māori Development – Te Puni Kōkiri	Māori, Other Populations and Cultural Sector	*A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002* (jointly held between MBIE and TPK)	NK 1999
134	Ministry of Māori Development – Te Puni Kōkiri	Māori, Other Populations and Cultural Sector	*Te Rautaki Reo Māori, The Māori Language Strategy 2014*	June 2003
135	Ministry of Social Development	Social Development and Housing Sector	*Te Punga: Our Bicultural Strategy for the Nineties*	Late, 1994
136	Ministry of Social Development	Social Development and Housing Sector	*Opportunity, Capacity, Participation: Government Employment Strategy 2000*	September 2000
137	Ministry of Social Development	Social Development and Housing Sector	*Pathways to Opportunity: Ngā ara whai oranga: From Social Welfare to Social Development*	June 2001
138	Ministry of Social Development	Social Development and Housing Sector	*Te Rito: New Zealand Family Violence Prevention Strategy*	February 2002
139	Ministry of Social Development	Social Development and Housing Sector	*Youth Offending Strategy: Preventing and Reducing Offending and Re-offending by Children and Young People: Te Haonga* (jointly held between MOJ and MSD)	April 2002
140	Ministry of Social Development	Social Development and Housing Sector	*New Zealand's Agenda for Children: Making Life Better for Children*	June 2002
141	Ministry of Social Development	Social Development and Housing Sector	*Pacific Strategy 2002*	NK 2002
142	Ministry of Social Development	Social Development and Housing Sector	*Care and Protection Blueprint 2003*	NK 2003
143	Ministry of Social Development	Social Development and Housing Sector	*Pacific Youth Development Strategy: Deliver Positive Life-change and Affirmation for All Pacific Youth in Auckland*	June 2005
144	Ministry of Social Development	Social Development and Housing Sector	*Pate, Lali, Nafa: Strategy for Pacific Islands Employment and Service Delivery*	NK 2006
145	Ministry of Social Development	Social Development and Housing Sector	*Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand Carers' Strategy and Five-year Action Plan 2008*	April 2008
146	Ministry of Transport	Economic Development and Infrastructure Sector	*Transport Strategy 2002*	December 2002
147	Ministry of Transport	Economic Development and Infrastructure Sector	*Road Safety to 2010*	October 2003
148	Ministry of Transport	Economic Development and Infrastructure Sector	*Getting There – On Foot, by Cycle: A Strategy to Advance Walking and Cycling in New Zealand Transport*	February 2005

Row	Department that archived the GDS	Sector	GDS title	Publication date
149	Ministry of Transport	Economic Development and Infrastructure Sector	*National Rail Strategy to 2015*	May 2005
150	Ministry of Transport	Economic Development and Infrastructure Sector	*Transport Research Strategy 2007*	May 2007
151	Ministry of Transport	Economic Development and Infrastructure Sector	*Driver Fatigue Strategy: An Inter-agency Strategy to Combat Driver Fatigue*	December 2007
152	Ministry of Transport	Economic Development and Infrastructure Sector	*Sea Change: Transforming Coastal Shipping in New Zealand: A Strategy for Domestic Sea Freight: May 2008*	May 2008
153	Ministry of Transport	Economic Development and Infrastructure Sector	*Government Policy Statement on Land Transport Funding 2009/10–2018/19*	August 2008
154	Ministry of Transport	Economic Development and Infrastructure Sector	*Transport Strategy 2008*	NK 2008
155	Ministry of Transport	Economic Development and Infrastructure Sector	*Safer Journeys Action Plan 2011–2012*	May 2011
156	New Zealand Customs Service	External Sector	*International Strategy 2002–2004*	March 2002
157	Public Service Commission	Finance and Government Administration Sector	*Enabling Transformation: A Strategy for e-Government 2006*	November 2006
158	Statistics New Zealand	Māori, Other Populations and Cultural Sector	*Strategic Directions: 2002 and Beyond*	April 2002
159	The Treasury	Finance and Government Administration Sector	*Strategic Plan 1999–2004*	March 1999
160	The Treasury	Finance and Government Administration Sector	*Strategic Direction Summary 2004*	NK 2004
161	The Treasury	Finance and Government Administration Sector	*Long-term Fiscal Position*	June 2006
162	The Treasury	Finance and Government Administration Sector	*Stepping Up*	November 2006
2015 GDS Index archived 30 June 2015				
163	Department of Corrections	Justice Sector	*Drug and Alcohol Strategy 2009–2014*	July (approx) 2009
164	Department of Internal Affairs	Māori, Other Populations and Cultural Sector	*New Generation National Library: Strategic Directions to 2017*	NK 2007
165	Land Information New Zealand	Primary Sector	*Geodetic Physical Infrastructure Strategy*	September 2012
166	Land Information New Zealand	Primary Sector	*Power of 'Where' Drives New Zealand's Success*	November 2013
167	Ministry for Culture and Heritage	Māori, Other Populations and Cultural Sector	*New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015*	September 2008
168	Ministry for Primary Industries	Primary Sector	*Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of Action: A Partnership Approach*	September 2007
169	Ministry for the Environment	Environment Sector	*Packaging Accord 2004*	July 2004

Row	Department that archived the GDS	Sector	GDS title	Publication date
170	Ministry for the Environment	Environment Sector	*Meeting the Challenges of Future Flooding in New Zealand*	August 2008
171	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Energy Strategy to 2050: Powering Our Future: Towards a Sustainable Low Emissions Energy System*	October 2007
172	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Our Future Together: New Zealand Settlement Strategy*	NK 2007
173	Ministry of Defence	External Sector	*Defence Capability Plan 2011*	September 2011
174	Ministry of Health	Health Sector	*Disability Support Services Strategic Plan 2010 to 2014: Towards a More Flexible Disability Support System: Nothing for Us Without Us*	March 2012
175	Ministry of Social Development	Social Development and Housing Sector	*Strengthening Families for Well-being: From Welfare to Well-being, mai i te toko i te ora ki te oranga: 5th Edition 1998*	NK 1998
176	The Treasury	Finance and Government Administration Sector	*National Infrastructure Plan*	July 2011
2018 GDS Index archived 31 December 2018				
177	Canterbury Earthquake Recovery Authority Note: No longer in existence	Economic Development and Infrastructure Sector	*Recovery Strategy for Greater Christchurch, Mahere Haumanutanga o Waitaha*	May 2012
178	Canterbury Earthquake Recovery Authority Note: No longer in existence	Economic Development and Infrastructure Sector	*Community in Mind, Hei Puāwai Waitaha – a flourishing Waitaha: Strategy for rebuilding health and wellbeing in greater Christchurch*	June 2014
179	Department of Conservation	Environment Sector	*Marine Protected Areas: Policy and Implementation Plan* (jointly held with MPI and DOC)	December 2005
180	Department of Conservation	Environment Sector	*Sea Lion Species Management Plan: 2009-2014*	July 2009
181	Department of Conservation	Environment Sector	*Rena: Long-term Environmental Recovery Plan* (jointly held between DOC, MFE, MPI and MOT)	December 2011
182	Department of Conservation	Environment Sector	*Science Counts! The Department of Conservation's Strategic Science and Research Priorities 2011–2016*	June 2011
183	Department of Corrections	Justice Sector	*Creating Lasting Change: Strategy 2011–2015*	NK 2011
184	Department of Corrections	Justice Sector	*Youth Strategy – Reducing Re-offending by Young People*	November 2013
185	Department of Corrections	Justice Sector	*RR25%: Reducing Re-offending Strategy 2014–2017*	November 2014
186	Department of Internal Affairs	Finance and Government Administration Sector	*Government ICT Strategy and Action Plan to 2017*	June 2013
187	Department of Internal Affairs	Finance and Government Administration Sector	*Result 10 Blueprint: A Strategy for Digital Public Services*	June 2014
188	Department of Internal Affairs	Finance and Government Administration Sector	*Government ICT Strategy 2015*	October 2015
189	Department of Internal Affairs	Finance and Government Administration Sector	*A Dynamic, Integrated Programme of Work to Deliver the Government ICT Strategy*	June 2016
190	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Tackling Methamphetamine: An Action Plan*	October 2009
191	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Cyber Security Strategy 2011*	June 2011

Row	Department that archived the GDS	Sector	GDS title	Publication date
192	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Measures to Improve Youth Mental Health*	June 2012
193	Land Information New Zealand	Primary Sector	*Geospatial Strategy 2007*	January 2007
194	Land Information New Zealand	Primary Sector	*He Whāriki Maurua: Business with Māori Strategy 2013–2016*	June 2013
195	Land Information New Zealand	Primary Sector	*Strategic Plan 2015*	December 2015
196	Ministry for Primary Industries	Primary Sector	*Marine Protected Areas: Policy and Implementation Plan* (jointly held with MPI and DOC)	December 2005
197	Ministry for Primary Industries	Primary Sector	*Fisheries 2030: New Zealanders Maximising Benefits From the Use of Fisheries Within Environmental Limits*	September 2009
198	Ministry for Primary Industries	Primary Sector	*National Fisheries Plan for Deepwater and Middle-depth Fisheries*	NK 2010
199	Ministry for Primary Industries	Primary Sector	*National Fisheries Plan for Highly Migratory Species (HMS) 2010–2015*	NK 2010
200	Ministry for Primary Industries	Primary Sector	*Pest Management National Plan of Action*	February 2011
201	Ministry for Primary Industries	Primary Sector	*Draft National Fisheries Plan for Freshwater*	July 2011
202	Ministry for Primary Industries	Primary Sector	*Draft National Fisheries Plan for Inshore Finfish*	July 2011
203	Ministry for Primary Industries	Primary Sector	*Draft National Fisheries Plan for Inshore Shellfish*	July 2011
204	Ministry for Primary Industries	Primary Sector	*Our Strategy 2030: Growing and Protecting New Zealand*	July 2011
205	Ministry for Primary Industries	Primary Sector	*Rena: Long-term Environmental Recovery Plan* (jointly held between DOC, MFE, MPI and MOT)	December 2011
206	Ministry for Primary Industries	Primary Sector	*Future Directions for the Border Sector*	February 2012
207	Ministry for Primary Industries	Primary Sector	*Freshwater Reform: 2013 and Beyond* (jointly held between MFE and MPI)	March 2013
208	Ministry for Primary Industries	Primary Sector	*National Plan of Action – 2013: To Reduce the Incidental Catch of Seabirds in New Zealand Fisheries*	April 2013
209	Ministry for Primary Industries	Primary Sector	*Campylobacter Risk Management Strategy*	July 2013
210	Ministry for Primary Industries	Primary Sector	*Listeria Risk Management Strategy*	July 2013
211	Ministry for Primary Industries	Primary Sector	*Salmonella Risk Management Strategy*	July 2013
212	Ministry for Primary Industries	Primary Sector	*National Plan of Action for the Conservation and Management of Sharks 2013*	January 2014
213	Ministry for the Environment	Environment Sector	*Water Research Strategy*	December 2009
214	Ministry for the Environment	Environment Sector	*Rena: Long-term Environmental Recovery Plan* (jointly held between DOC, MFE, MPI and MOT)	December 2011
215	Ministry for the Environment	Environment Sector	*Freshwater Reform: 2013 and Beyond* (jointly held between MFE and MPI)	March 2013
216	Ministry for the Environment	Environment Sector	*Framework for Environmental Reporting in New Zealand*	February 2014
217	Ministry of Business, Innovation and Employment	Education and Workforce Sector	*Workplace Health and Safety Strategy for New Zealand to 2015, Ruataki mō te Haumaru me te Hauora o te Wāhi Mahi mō Aotearoa ki te 2015*	June 2005

Row	Department that archived the GDS	Sector	GDS title	Publication date
218	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Migrant Settlement and Integration Strategy*	March 2014
219	Ministry of Business, Innovation and Employment	Education and Workforce Sector	*Tertiary Education Strategy 2014* (was jointly held between MBIE and MOE but then became solely MOE)	March 2014
220	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Better Public Services Result 9: Improving Business' Interactions with Government*	July 2014
221	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Business Growth Agenda: Future Direction 2014*	NK 2014
222	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Business Growth Agenda: Towards 2025*	September 2015
223	Ministry of Defence	External Sector	*Defence White Paper 2010*	November 2010
224	Ministry of Education	Education and Workforce Sector	*Success for All: Every School, Every Child: Building an Inclusive Education System*	NK 2010
225	Ministry of Education	Education and Workforce Sector	*Leadership Statement for International Education*	September 2011
226	Ministry of Education	Education and Workforce Sector	*School Property Strategy 2011–2021* [jointly held between MOE and MBIE]	NK 2011
227	Ministry of Foreign Affairs and Trade	External Sector	*Latin America: A Revised Approach*	May 2010
228	Ministry of Foreign Affairs and Trade	External Sector	*Opening Doors to India: New Zealand's 2015 Vision*	October 2011
229	Ministry of Foreign Affairs and Trade	External Sector	*International Development Group Strategic Plan 2012–2015: Development that Delivers*	September 2012
230	Ministry of Foreign Affairs and Trade	External Sector	*Opening Doors to the Gulf Region: The New Zealand Inc Strategy*	July 2013
231	Ministry of Foreign Affairs and Trade	External Sector	*New Zealand Aid Programme Strategic Plan 2015–19*	September 2015
232	Ministry of Foreign Affairs and Trade	External Sector	*New Zealand Aid Programme Investment Priorities 2015–19*	February 2016
233	Ministry of Health	Health Sector	*Health Strategy 2000*	December 2000
234	Ministry of Health	Health Sector	*Disability Strategy 2001*	April 2001
235	Ministry of Health	Health Sector	*National Drug Policy 2007–2012*	NK 2007
236	Ministry of Health	Health Sector	*National Health Emergency Plan 2008*	December 2008
237	Ministry of Health	Health Sector	*Actioning Medicines New Zealand 2010*	April 2010
238	Ministry of Health	Health Sector	*Preventing and Minimising Gambling Harm [Six-year strategic plan]*	May 2010
239	Ministry of Health	Health Sector	*National Screening Unit Strategic Plan 2010-2015*	June 2010
240	Ministry of Health	Health Sector	*Better, Sooner, More Convenient Health Care in the Community*	June 2011
241	Ministry of Health	Health Sector	*National Health Emergency Plan: Mass Casualty Action Plan*	September 2011
242	Ministry of Health	Health Sector	*Preventing and Minimising Gambling Harm [Three-year service plan and levy rates]*	May 2013
243	Ministry of Health	Health Sector	*National Health Emergency Plan: H5N1 Pre-Pandemic Vaccine Usage Policy (Revised 2013)*	December 2013
244	Ministry of Health	Health Sector	*National Health Emergency Plan: National Reserve Supplies Management and Usage Policies, 3rd Edition*	December 2013
245	Ministry of Health	Health Sector	*Faiva Ora National Pasifika Disability Plan*	January 2014

Row	Department that archived the GDS	Sector	GDS title	Publication date
246	Ministry of Justice	Justice Sector	*Strengthening New Zealand's Resistance to Organised Crime: An all-of-government response 2011*	August 2011
247	Ministry of Justice	Justice Sector	*Delivering Better Public Services: Reducing Crime and Re-offending Result Action Plan*	July 2012
248	Ministry of Social Development	Social Services and Community Sector	*Pathways to Inclusion: Ngā ara whakauru ki te iwi whānui: Improving Vocational Services for People with Disabilities*	September 2001
249	Ministry of Social Development	Social Services and Community Sector	*Delivering Better Public Services: Reducing Long-term Welfare Dependence: Result Action Plan*	August 2012
250	Ministry of Social Development	Social Services and Community Sector	*Community Investment Strategy*	June 2015
251	Ministry of Transport	Economic Development and Infrastructure Sector	*Government Policy Statement on Land Transport Funding 2012/13–2021/22*	July 2011
252	Ministry of Transport	Economic Development and Infrastructure Sector	*Connecting New Zealand: A Summary of the Government's Policy Direction for Transport*	August 2011
253	Ministry of Transport	Economic Development and Infrastructure Sector	*Rena: Long-term Environmental Recovery Plan* (jointly held between DOC, MFE, MPI and MOT)	December 2011
254	Ministry of Transport	Economic Development and Infrastructure Sector	*Safer Journeys Action Plan 2013–2015*	March 2013
255	Ministry of Transport	Economic Development and Infrastructure Sector	*Government Policy Statement on Land Transport 2015/16 - 2024-25*	December 2014
256	New Zealand Customs Service	External Sector	*Towards Customs 2020*	September 2013
257	New Zealand Customs Service	External Sector	*Customs IS Strategy 2014–2017*	December 2014
258	Oranga Tamariki - Ministry for Children	Social Services and Community Sector	*Delivering Better Public Services: Supporting Vulnerable Children: Result Action Plan*	August 2012
259	Public Service Commission	Finance and Government Administration Sector	*Direction and Priorities for System Stewardship*	May 2016
260	Statistics New Zealand	Finance and Government Administration Sector	*Strategic Plan 2010–20*	September 2010
261	The Treasury	Finance and Government Administration Sector	*Challenges and Choices: New Zealand's Long-term Fiscal Statement 2009*	October 2009
262	The Treasury	Finance and Government Administration Sector	*Affording Our Future: Statement on New Zealand's Long-term Fiscal Position*	July 2013
263	The Treasury	Finance and Government Administration Sector	*Investment Statement: Managing the Crown's Balance Sheet 2014*	March 2014
2020 GDS Index archived 31 December 2020				
264	Department of Conservation	Environment Sector	*Biodiversity Strategy (2000)*	February 2000
265	Department of Corrections	Justice Sector	*Reducing Re-offending Among Māori*	March 2017
266	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Cyber Security Strategy 2015*	December 2015
267	Education Review Office	Education and Workforce Sector	*Pacific Strategy 2013-2017*	January 2013

Row	Department that archived the GDS	Sector	GDS title	Publication date
268	Ministry for Culture and Heritage	Social Services and Community Sector	*Cultural Sector Strategic Framework 2014-2018*	August 2014
269	Ministry for Primary Industries	Primary Sector	*Campylobacter Risk Management Strategy 2017-2020*	May 2017
270	Ministry for Primary Industries	Primary Sector	*Growing and Protecting New Zealand*	July 2017
271	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Tourism Strategy 2016*	August 2016
272	Ministry of Defence	External Sector	*Defence Capability Plan 2014*	June 2014
273	Ministry of Education	Education and Workforce Sector	*Pasifika Education Plan*	November 2012
274	Ministry of Education	Education and Workforce Sector	*Tau Mai Te Reo – The Māori Language in Education Strategy 2013-2017*	June 2013
275	Ministry of Education	Education and Workforce Sector	*Ka Hikitia – Accelerating Success: The Māori Education Strategy 2013-2017*	July 2013
276	Ministry of Education	Education and Workforce Sector	*Tertiary Education Strategy 2014-2019*	March 2014
277	Ministry of Foreign Affairs and Trade	External Sector	*International Development Policy Statement*	March 2011
278	Ministry of Health	Health Sector	*National Drug Policy 2015-2020*	August 2015
279	Ministry of Health	Health Sector	*Strategy to Prevent and Minimise Gambling Harm 2016/17-2018/19*	May 2016
280	Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	*Te Rautaki Reo Māori – Māori Language Strategy 2014*	July 2014
281	Ministry of Social Development	Social Services and Community Sector	*Positive Ageing Strategy*	April 2001
282	Ministry of Social Development	Social Services and Community Sector	*Disability Action Plan 2014-2018*	May 2014
283	Ministry of Social Development	Social Services and Community Sector	*Youth Investment Strategy*	September 2017
284	Ministry of Transport	Economic Development and Infrastructure Sector	*Safer Journeys: Road Safety Strategy 2010–2020*	March 2010
285	Ministry of Transport	Economic Development and Infrastructure Sector	*Intelligent Transport Systems Technology Action Plan 2014-2018*	May 2014
286	Ministry of Transport	Economic Development and Infrastructure Sector	*Safer Journeys: Action Plan 2016–2020*	March 2016
287	Ministry of Transport	Economic Development and Infrastructure Sector	*Transport Research Strategy*	July 2016
288	New Zealand Customs Service	External Sector	*Customs 2020*	September 2015
2021 GDS Index archived as at 31 December 2021				
289	Department of Conservation	Environment Sector	*Hector's and Maui's Dolphin Threat Management Plan*	August 2007
290	Department of Conservation	Environment Sector	*Information Systems Strategic Plan*	April 2015
291	Department of Corrections	Justice Sector	*Our Drug and Alcohol Strategy Through to 2020*	March 2016
292	Department of Corrections	Justice Sector	*Health and Safety Strategy 2016–2020*	May 2016
293	Department of Corrections	Justice Sector	*Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou – Women's Strategy*	June 2017

Row	Department that archived the GDS	Sector	GDS title	Publication date
294	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*National Civil Defence Emergency Management Strategy*	March 2008
295	Government Communications Security Bureau	Finance and Government Administration Sector	*Diversity and Inclusion Strategy 2017–2020* (jointly held between GCSB and NZSIS)	April 2018
296	Land Information New Zealand	Primary Sector	*Outcomes Framework*	December 2017
297	Ministry for Pacific Peoples	Social Services and Community Sector	*Pacific Languages Framework*	October 2012
298	Ministry for Primary Industries	Primary Sector	*Cadmium and New Zealand Agriculture and Horticulture*	February 2011
299	Ministry for the Environment	Environment Sector	*Hitting the Mark – Our Strategic Plan to 2045*	December 2015
300	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Oil Emergency Response Strategy*	July 2008
301	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Plan of Action to Prevent People Trafficking*	July 2009
302	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Energy Efficiency and Conservation Strategy 2011–2016*	NK 2011
303	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Investment Attraction Strategy*	July 2015
304	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*From the Knowledge Wave to the Digital Age – Mai I Te Ao Mātauranga Ki Te Ao Matihiko Nei*	July 2019
305	Ministry of Defence	External Sector	*Defence Capability Plan 2016*	November 2016
306	Ministry of Foreign Affairs and Trade	External Sector	*Antarctic and Southern Ocean Science*	April 2011
307	Ministry of Health	Health Sector	*Sexual and Reproductive Health Strategy (1996)*	May 1996
308	Ministry of Health	Health Sector	*Sexual and Reproductive Health Strategy (2001)*	October 2001
309	Ministry of Health	Health Sector	*Influenza Pandemic Action Plan 2010*	April 2010
310	Ministry of Health	Health Sector	*Whāia Te Ao Mārama 2012 to 2017 – The Māori Disability Action Plan*	August 2012
311	Ministry of Health	Health Sector	*Kaiāwhina Workforce Action Plan 2015-20*	July 2015
312	Ministry of Housing and Urban Development	Social Services and Community Sector	*Public Housing Plan 2018-2022*	August 2018
313	Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	*Māori Housing Network Investment Strategy (2015)*	October 2015
314	Ministry of Social Development	Social Services and Community Sector	*E Tu Whānau Programme of Action for Addressing Family Violence 2013 – 2018*	February 2013
315	Ministry of Social Development	Social Services and Community Sector	*Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa*	February 2014
316	Ministry of Social Development	Social Services and Community Sector	*Social Housing Investment Strategy 2017/18*	August 2017
317	Ministry of Social Development	Social Services and Community Sector	*Elder Abuse in Aotearoa 2019*	December 2019
318	Ministry of Transport	Economic Development and Infrastructure Sector	*Transport Domain Plan*	July 2016

Row	Department that archived the GDS	Sector	GDS title	Publication date
319	Ministry of Transport	Economic Development and Infrastructure Sector	*Government Policy Statement on Land Transport 2018/19–2027/28*	June 2018
320	New Zealand Customs Service	External Sector	*Diversity and Inclusion (2017)*	December 2017
321	New Zealand Security Intelligence Service	Finance and Government Administration Sector	*Diversity and Inclusion Strategy (2018)* (jointly held between GCSB and NZSIS)	April 2018
322	Statistics New Zealand	Finance and Government Administration Sector	*2018 Census Strategy*	September 2016
323	Statistics New Zealand	Finance and Government Administration Sector	*2018 Census Data Quality Management Strategy*	July 2017
324	Statistics New Zealand	Finance and Government Administration Sector	*Open Data Action Plan*	July 2017
325	Statistics New Zealand	Finance and Government Administration Sector	*Empowering Agencies to Use Data More Effectively*	March 2018
326	Statistics New Zealand	Finance and Government Administration Sector	*Data Strategy and Roadmap For New Zealand*	October 2018
327	The Treasury	Finance and Government Administration Sector	*He Tirohanga Mokopuna – Statement on the Long-term Fiscal Position (2016)*	November 2016
2023 *GDS Index* archived as at 31 December 2023				
328	Department of Conservation	Natural Resources Sector	*National Education Strategy 2010–2030*	March 2011
329	Department of Conservation	Natural Resources Sector	*Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons*	March 2021
330	Department of Corrections	Justice Sector	*National Historic Heritage Strategy 2013*	October–December 2013
331	Department of Corrections	Justice Sector	*Change Lives Shape Futures: Investing in better mental health for offenders*	March 2017
332	Department of Internal Affairs	Finance and Government Administration Sector	*National Library of New Zealand Digitisation Plan 2019–2022*	August 2019
333	Department of Internal Affairs	Finance and Government Administration Sector	*Three Waters Reform Programme*	July 2020
334	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Countering terrorism and violent extremism: National strategy overview*	February 2020
335	Government Communications Security Bureau	Finance and Government Administration Sector	*Diversity and Inclusion Strategy 2021–2025* (jointly held between GCSB and NZSIS)	July 2021
336	Inland Revenue Department	Finance and Government Administration Sector	*Our Corporate Strategy – Customer*	May-September 2016
337	Land Information New Zealand	Natural Resources Sector	*He Whāriki Maurua – Business with Māori Strategy 2013–2017*	September 2014
338	Land Information New Zealand	Natural Resources Sector	*Topographic Strategy*	March 2015
339	Land Information New Zealand	Natural Resources Sector	*Crown Property Strategy*	June 2018

Row	Department that archived the GDS	Sector	GDS title	Publication date
340	Ministry for Primary Industries	Natural Resources Sector	*Aquaculture Strategy and Five-year Action Plan to Support Aquaculture*	April 2012
341	Ministry for Primary Industries	Natural Resources Sector	*Essential Freshwater* (jointly held between MPI and MFE)	October 2018
342	Ministry for Primary Industries	Natural Resources Sector	*Food Safety 2019–2024*	November 2019
343	Ministry for the Environment	Natural Resources Sector	*National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants*	December 2006
344	Ministry for the Environment	Natural Resources Sector	*Waste Strategy*	October 2010
345	Ministry for the Environment	Natural Resources Sector	*Essential Freshwater* (jointly held between MPI and MFE)	October 2018
346	Ministry for the Environment	Natural Resources Sector	*Shared Interests in Freshwater*	October 2018
347	Ministry for the Environment	Natural Resources Sector	*Sustainability Strategy*	July 2020
348	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Energy Strategy 2011–2021*	August 2011
349	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Major Events Strategy: Investing in world class events*	NK 2013
350	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Pacific Economic Strategy 2015–2021*	August 2015
351	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Energy Efficiency and Conservation Strategy 2017–2022*	June 2017
352	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Government Tourism Strategy* (jointly held between DOC and MBIE)	May 2019
353	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Small Business Strategy*	July 2019
354	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Our Employment Strategy*	August 2019
355	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Economic Plan for a Productive, Sustainable and Inclusive Economy*	September 2019
356	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Responsibly Delivering Value: A Minerals and Petroleum Resource Strategy for Aotearoa New Zealand 2019–2029*	November 2019
357	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Agritech Industry Transformation Plan*	July 2020
358	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Advanced Manufacturing ITP Scope*	July 2021
359	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Antarctic and Southern Ocean Research Directions and Priorities 2021–2030* (jointly held between LINZ, MPI, MBIE and MFAT)	December 2021
360	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Advanced Manufacturing Industry Transformation Plan*	March 2023
361	Ministry of Business, Innovation and Employment	Education and Workforce Sector	*He Mahere Tiaki Kaimahi – Better Work Action Plan*	March 2023

Row	Department that archived the GDS	Sector	GDS title	Publication date
362	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Agritech Industry Transformation Plan*	June 2023
363	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Our Economic Plan*	NK
364	Ministry of Defence	External Sector	*Defence White Paper 2016*	June 2016
365	Ministry of Defence	External Sector	*Strategic Defence Policy Statement 2018*	July 2018
366	Ministry of Education	Education and Workforce Sector	*International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030*	August 2018
367	Ministry of Education	Education and Workforce Sector	*Mahi Aroha: Carers' Strategy Action Plan 2019–2023* (jointly held between MOE, MOH, TPK, MSD and OT)	December 2019
368	Ministry of Education	Education and Workforce Sector	*Action Plan for Pacific Education 2020–2030*	July 2020
369	Ministry of Foreign Affairs and Trade	External Sector	*Opening Doors to China: New Zealand's 2015 Vision*	February 2012
370	Ministry of Foreign Affairs and Trade	External Sector	*ASEAN Partnership: One Pathway to Ten Nations*	July 2013
371	Ministry of Foreign Affairs and Trade	External Sector	*Advancing with Australia: New Zealand Inc Australia strategy*	NK 2013
372	Ministry of Foreign Affairs and Trade	External Sector	*Our People Strategy*	July 2017
373	Ministry of Foreign Affairs and Trade	External Sector	*Diversity and Inclusion Strategy 2018–2028*	June 2018
374	Ministry of Foreign Affairs and Trade	External Sector	*Trade Recovery Strategy*	June 2020
375	Ministry of Health	Health Sector	*Reduced Waiting Times for Public Hospital Elective Services*	March 2000
376	Ministry of Health	Health Sector	*Primary Health Care Strategy*	February 2001
377	Ministry of Health	Health Sector	*Health of Older People Strategy*	April 2002
378	Ministry of Health	Health Sector	*Youth Health: A Guide to Action*	September 2002
379	Ministry of Health	Health Sector	*Suicide Prevention Strategy 2006–2016*	June 2006
380	Ministry of Health	Health Sector	*Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017*	December 2012
381	Ministry of Health	Health Sector	*Suicide Prevention Action Plan 2013–2016*	May 2013
382	Ministry of Health	Health Sector	*National Health Information Technology Plan Update 2013/14*	November 2013
383	Ministry of Health	Health Sector	*'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2014–2018*	June 2014
384	Ministry of Health	Health Sector	*Disability Support Services Strategic Plan 2014–2018*	June 2015
385	Ministry of Health	Health Sector	*Health Strategy 2016*	April 2016
386	Ministry of Health	Health Sector	*Pharmacy Action Plan 2016 to 2020*	May 2016
387	Ministry of Health	Health Sector	*Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22*	June 2019
388	Ministry of Health	Health Sector	*Mahi Aroha: Carers' Strategy Action Plan 2019–2023* (jointly held between MOE, MOH, TPK, MSD and OT)	December 2019
389	Ministry of Health	Health Sector	*Tā Tātau Rautaki – Our Strategy*	October 2020
390	Ministry of Housing and Urban Development	Social Services and Community Sector	*Maihi Ka Ora – The National Māori Housing Strategy 2021–2051* (jointly held between HUD and TPK)	September 2021
391	Ministry of Justice	Justice Sector	*Our Māori Strategy – Te Haerenga*	September 2017

Row	Department that archived the GDS	Sector	GDS title	Publication date
392	Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	*Mahi Aroha: Carers' Strategy Action Plan 2019–2023* (jointly held between MOE, MOH, TPK, MSD and OT)	December 2019
393	Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	*Maihi Ka Ora – The National Māori Housing Strategy 2021–2051* (jointly held between HUD and TPK)	September 2021
394	Ministry of Māori Development – Te Puni Kōkiri	Māori Affairs Sector	*Māori Housing Investment Strategy 2018–19 to 2020–21*	NK 2018
395	Ministry of Social Development	Social Services and Community Sector	*Youth Development Strategy Aotearoa*	January 2002
396	Ministry of Social Development	Social Services and Community Sector	*Employment and Social Outcomes Investment Strategy*	October 2018
397	Ministry of Social Development	Social Services and Community Sector	*Mahi Aroha: Carers' Strategy Action Plan 2019–2023* (jointly held between MOE, MOH, TPK, MSD and OT)	December 2019
398	Ministry of Social Development	Social Services and Community Sector	*Youth Plan 2020–2022*	July 2020
399	Ministry of Social Development	Social Services and Community Sector	*Social Sector Commissioning*	August 2020
400	New Zealand Security Intelligence Service	Finance and Government Administration Sector	*Diversity and Inclusion Strategy 2021–2025* (jointly held between GCSB and NZSIS)	July 2021
401	Oranga Tamariki - Ministry for Children	Social Services and Community Sector	*Children's Action Plan*	October 2012
402	Oranga Tamariki - Ministry for Children	Social Services and Community Sector	*Youth Justice Work Programme 2013–2023* (previously called Youth Crime Action Plan)	October 2013
403	Oranga Tamariki - Ministry for Children	Social Services and Community Sector	*Mahi Aroha: Carers' Strategy Action Plan 2019–2023* (jointly held between MOE, MOH, TPK, MSD and OT)	December 2019
404	Public Service Commission	Finance and Government Administration Sector	*Leadership Strategy for the State Services*	November 2013
405	Public Service Commission	Finance and Government Administration Sector	*Open Government Partnership: National Action Plan 2016–18*	October 2016
406	The Treasury	Finance and Government Administration Sector	*He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing*	March 2018
2024 GDS Index archived as at 31 December 2024				
407	Department of Conservation	Natural Resources Sector	*Wilding Conifer Management Strategy (also known as Wilding Pines Management Strategy)*	December 2014
408	Department of Conservation	Natural Resources Sector	*Critical Ecosystem Pressures on Freshwater Environments (CRESP): 4-year research strategy*	November 2020
409	Department of Corrections	Justice Sector	*Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024*	August 2019
410	Department of Internal Affairs	Finance and Government Administration Sector	*Digital Inclusion Blueprint | Te Mahere mō te Whakaurunga Matihiko*	March 2019
411	Department of Internal Affairs	Finance and Government Administration Sector	*Anti-Money Laundering and Countering Financing of Terrorism Group Framework*	February 2020
412	Department of Internal Affairs	Finance and Government Administration Sector	*Charities Services Research Strategy*	March 2021
413	Department of Internal Affairs	Finance and Government Administration Sector	*Regulatory Services Group Strategy*	July 2021

Row	Department that archived the GDS	Sector	GDS title	Publication date
414	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*Child and Youth Wellbeing Strategy*	August 2019
415	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	*2020 National Fuel Plan*	March 2020
416	Education Review Office	Education and Workforce Sector	*Pacific Strategy: Driving success for Pacific learners*	April 2019
417	Ministry for Pacific Peoples	Social Services and Community Sector	*Pacific Employment Action Plan*	May 2022
418	Ministry for Primary Industries	Natural Resources Sector	*Biosecurity Science Strategy for New Zealand | Mahere Rautaki Putaiao Whakamaru*	October 2007
419	Ministry for Primary Industries	Natural Resources Sector	*Biosecurity 2025 Direction Statement*	November 2016
420	Ministry for Primary Industries	Natural Resources Sector	*Fit for a Better World: Accelerating our economic potential*	July 2020
421	Ministry for Primary Industries	Natural Resources Sector	*Antarctic and Southern Ocean Research Directions and Priorities*	December 2021
422	Ministry for Primary Industries	Natural Resources Sector	*A Strategy for New Zealand Food Safety: Strategy refresh*	August 2022
423	Ministry for the Environment	Natural Resources Sector	*Te Hau Mārohi ki Anamata – Transitioning to a Low Emissions and Climate Resilient Future*	November 2021
424	Ministry for the Environment	Natural Resources Sector	*Nationally Determined Contribution Strategy*	October 2023
425	Ministry for Women	Social Services and Community Sector	*Te Mahere Whai Mahi Wāhine | Women's Employment Action Plan*	June 2022
426	Ministry of Business, Innovation and Employment	Education and Workforce Sector	*Nation of Curious Minds | He Whenua Hihiri i te Mahara: A national strategic plan for science in society*	July 2014
427	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*2020 National Fuel Plan*	March 2020
428	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Employment Strategy*	November 2022
429	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Aerospace Strategy | Te Rautaki Ātea-ārangi*	July 2023
430	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	*Charging Our Future: National electric vehicle charging strategy*	October 2023
431	Ministry of Education	Education and Workforce Sector	*Literacy & Communication and Maths Strategy*	March 2022
432	Ministry of Education	Education and Workforce Sector	*Attendance and Engagement Strategy*	June 2022
433	Ministry of Foreign Affairs and Trade	External Sector	*India – New Zealand 2025: Investing in the relationship*	February 2020
434	Ministry of Health	Health Sector	*Palliative Care Strategy*	February 2001
435	Ministry of Health	Health Sector	*Sexual and Reproductive Health Strategy – Phase One*	October 2001
436	Ministry of Health	Health Sector	*Cancer Control Strategy*	August 2003
437	Ministry of Health	Health Sector	*Medicines New Zealand*	December 2007
438	Ministry of Health	Health Sector	*Ambulance Service Strategy*	June 2009
439	Ministry of Health	Health Sector	*National Plan for Child Cancer Services*	December 2011
440	Ministry of Health	Health Sector	*Care Closer to Home*	February 2014

Row	Department that archived the GDS	Sector	GDS title	Publication date
441	Ministry of Health	Health Sector	*Living Well with Diabetes*	October 2015
442	Ministry of Health	Health Sector	*Disability Strategy 2016–2026*	November 2016
443	Ministry of Health	Health Sector	*Healthy Ageing Strategy*	December 2016
444	Ministry of Health	Health Sector	*New Zealand Influenza Pandemic Plan: A framework for action*	August 2017
445	Ministry of Health	Health Sector	*Mental Health and Addiction Workforce Action Plan*	April 2018
446	Ministry of Health	Health Sector	*National Poliomyelitis Response Plan*	February 2019
447	Ministry of Health	Health Sector	*Planned Care Strategic Approach*	September 2019
448	Ministry of Health	Health Sector	*Kaiāwhina Workforce Action Plan*	November 2020
449	Ministry of Health	Health Sector	*Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Plan*	December 2020
450	Ministry of Health	Health Sector	*Data and Information Strategy for Health and Disability | He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki*	November 2021
451	Ministry of Housing and Urban Development	Social Services and Community Sector	*He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy*	July 2014
452	Ministry of Housing and Urban Development	Social Services and Community Sector	*Homelessness Action Plan*	February 2020
453	Ministry of Social Development	Social Services and Community Sector	*Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy*	March 2018
454	Ministry of Social Development	Social Services and Community Sector	*Working Matters: An action plan to ensure disabled people and people with health conditions have an equal opportunity to access employment*	July 2020
455	Ministry of Social Development	Social Services and Community Sector	*Rautaki Hangarau | Technology Strategy*	March 2022
456	Ministry of Social Development	Social Services and Community Sector	*Older Workers Employment Action Plan | He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke*	April 2022
457	Ministry of Social Development	Social Services and Community Sector	*Employment and Social Outcomes Investment Strategy*	June 2022
458	Ministry of Transport	Economic Development and Infrastructure Sector	*National Airspace Policy*	April 2012
459	Ministry of Transport	Economic Development and Infrastructure Sector	*International Air Transport Policy*	May 2012
460	Ministry of Transport	Economic Development and Infrastructure Sector	*Framework for Shaping our Transport System*	June 2018
461	Ministry of Transport	Economic Development and Infrastructure Sector	*Taking Flight: An aviation system for the automated age [drone integration paper]*	July 2019
462	Ministry of Transport	Economic Development and Infrastructure Sector	*Road to Zero: New Zealand's road safety strategy*	December 2019
463	Ministry of Transport	Economic Development and Infrastructure Sector	*Government Policy Statement on Land Transport 2021/22–2030/31*	September 2020
464	Ministry of Transport	Economic Development and Infrastructure Sector	*Maritime Security Strategy*	December 2020

Row	Department that archived the GDS	Sector	GDS title	Publication date
465	Ministry of Transport	Economic Development and Infrastructure Sector	*Rail Plan*	April 2021
466	Ministry of Transport	Economic Development and Infrastructure Sector	*Freight and Supply Chain Strategy*	August 2023
467	Ministry of Transport	Economic Development and Infrastructure Sector	*Charging Our Future: National electric vehicle charging strategy*	October 2023
468	Oranga Tamariki – Ministry for Children	Social Services and Community Sector	*Future Direction Action Plan*	September 2021
469	Oranga Tamariki – Ministry for Children	Social Services and Community Sector	*Social Sector Commissioning 2022–2028 Action Plan*	October 2022
470	Public Service Commission	Finance and Government Administration Sector	*Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*	December 2021

Abbreviations

BIM	Briefing to incoming Minister
CDEM	Civil Defence Emergency Management
CLO	Crown Law Office
Corrections	Department of Corrections
DIA	Department of Internal Affairs
DOC	Department of Conservation
DPMC	Department of the Prime Minister and Cabinet
ERO	Education Review Office
GCSB	Government Communications Security Bureau
GDS	Government department strategy
HUD	Ministry of Housing and Urban Development
IEB	Interdepartmental Executive Board
IRD	Inland Revenue Department
LINZ	Land Information New Zealand
LTIB	Long-term insights briefing
MBIE	Ministry of Business, Innovation and Employment
MCH	Ministry for Culture and Heritage
MDP	Ministry of Disabled People
MFAT	Ministry of Foreign Affairs and Trade
MFE	Ministry for the Environment
MFR	Ministry for Regulation
MFW	Ministry for Women
MOD	Ministry of Defence
MOE	Ministry of Education
MOH	Ministry of Health
MOJ	Ministry of Justice
MOT	Ministry of Transport
MPI	Ministry for Primary Industries
MPP	Ministry for Pacific Peoples
MSD	Ministry of Social Development
NDC	Nationally Determined Contribution
NZCS	New Zealand Customs Service
NZSIS	New Zealand Security Intelligence Service
OIA	Official Information Act
OT	Oranga Tamariki – Ministry for Children
PIF	Performance improvement framework review
PFA	Public Finance Act 1989
PSC	Public Service Commission
SFO	Serious Fraud Office
SIA	Social Investment Agency
StatsNZ	Statistics New Zealand
TPA	Te Puna Aonui
TPK	Ministry of Māori Development – Te Puni Kōkiri
Treasury	The Treasury

Glossary

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

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

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

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

Budget goals and objectives
The Government's overarching goals are generally set out in the *Budget Policy Statement*. However, there exist a wide range of terms used to describe the broader goals and objectives of Government.[9]

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

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

Corporate document
A corporate document is defined as a regular public sector entity report such as a report on strategic intentions or an annual report, as required under ss 38 and 43 of the Public Finance Act 1989 respectively. Corporate documents also include performance improvement framework reviews (PIFs) and briefings to the incoming Minister (BIMs).

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

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

Duration (GDS key data)
The length of time the strategy lasts, from beginning to end. If there is no start date given, the publication date is used. If there is no end date given, it is listed as NK. In some cases, a GDS may remain active after the stated end date has passed, in which case, the proposed completion date is stated as '(was initially YYYY)'.

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

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

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

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

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

Since the commencement of the Act in 2020, four changes have been made to Schedule 2, Part 1. On 1 July 2022, Te Kāhui Whakamana Rua Tekau mā Iwa – Pike River Recovery Agency was disestablished. In 2024, the Ministry for Regulation, the Social Investment Agency and the Ministry of Disabled People (established in 2022) were added to Schedule 2 of the Public Service Act 2020.

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

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

Government targets
Government targets are six-year aspirations set by the current Government and are expected to be delivered by 2030. The targets aim to achieve better results on public services and priorities that matter to New Zealanders.[10]

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

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

Jointly held GDS
A GDS that is owned and managed by two or more departments. This includes where a department is not the lead agency but is responsible and accountable for some or all aspects of the strategy's implementation. The extent to which a GDS is shared jointly between departments indicates the extent to which departments collaborate to achieve a shared goal, rather than operate in silos.

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

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

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

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

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

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

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

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

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

Regulatory Management System (RMS)
RMS is the set of policies, institutions, processes and tools used by central government to pursue and maintain good quality regulation. The responsibility for New Zealand's RMS was with The Treasury but has now moved to the newly established Ministry for Regulation. Some GDSs are specifically mentioned in legislation by name as being mandatory while others are less specific (see 'required' and 'may issue' in this glossary). Importantly, even when a GDS is not mentioned specifically by name in law, GDSs are one of the key tools of the RMS. This is because GDSs implement public policy set by Cabinet or in law. A good example is the Public Service Act which specifies that chief executives have responsibility for stewarding the legislation their agencies administer.[11]

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

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

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

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

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

Sector
The grouping of departments is based on the summary tables of the Estimates of Appropriations in the Treasury's Budget (in the *2024 GDS Index*, it is the 2024 Budget).[12] The introduction to each volume of the Estimates of Appropriations 2024/25 explains how Votes and departments have been grouped into sectors. The 2024 Budget sector groupings are:

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

Strategy horizon
The time frame the authors of the strategy contemplated when writing the strategy.

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

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

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

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

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

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

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

Endnotes

1 Cabinet Office (2023). *Cabinet Manual 2023*. [online] Wellington, New Zealand: Department of the Prime Minister and Cabinet. Available at: https://www.dpmc.govt.nz/our-business-units/cabinet-office/supporting-work-cabinet/cabinet-manual [Accessed 31 Mar. 2025].

2 *Public Service Act 2020*. s 12. [online] Available at: https://www.legislation.govt.nz/act/public/2020/0040/latest/LMS356871.html?search=sw_096be8ed81ee28c5_principles_25_se&p=1&sr=6 [Accessed 31 Mar. 2025].

3 The actuarial approach 'uses skills, usually found in other sectors, especially the insurance sector, to analyse the population using statistical methods to identify those cohorts most likely to be at risk of long-term benefit receipt'. This term refers to the period during which someone receives financial assistance from the government.

Cabinet Office (2024). *Accelerating Social Investment*. [online] Available at: https://www.sia.govt.nz/publications/Cabinet-paper-Accelerating-Social-Investment [Accessed 6 Apr. 2025].

4 Teng, A., Stanley, J., Krebs, J., Jackson, C.G., Koea, J., Scott, N., Sika-Paotonu, D., Stairmand, J., Lao, C., Lawrenson, R. and Gurney, J. (2025). Projected increases in the prevalence of diabetes mellitus in Aotearoa New Zealand, 2020–2044. *New Zealand Medical Journal*, [online] 138(1608), pp.94–106. Available at: https://nzmj.org.nz/media/pages/journal/vol-138-no-1608/projected-increases-in-the-prevalence-of-diabetes-mellitus-in-aotearoa-new-zealand-2020-2044/9b29bdaad3-1737579389/6500.pdf [Accessed 31 Jan. 2025].

5 There is a plan on the website, *Living Well with Diabetes: 2015–2020*, and it was not identified by the Ministry as a strategy. See Health New Zealand (2025). *Living Well with Diabetes: 2015–2020*. [online] Available at: https://www.tewhatuora.govt.nz/for-health-professionals/clinical-guidance/diseases-and-conditions/long-term-conditions/diabetes/living-well-with-diabetes-2015-2020 [Accessed 31 Mar. 2025].

Ministry of Health (MOH) (2024). *Health system overview and statutory framework*. [online] Available at: https://www.health.govt.nz/about-us/new-zealands-health-system/overview-and-statutory-framework#toc-0-2 [Accessed 31 Mar. 2025].

6 As part of another OIA process in 2024, we found out that *Living Well with Diabetes: 2015–2020* was transferred from the Ministry of Health (MOH) to Health NZ, meaning it was not included in the *2024 GDS Index*).

7 Willis, N. (2024). *Budget Policy Statement*. [online] New Zealand Government. Available at: https://www.treasury.govt.nz/publications/budget-policy-statement/budget-policy-statement-2025 [Accessed 31 Mar. 2025].

8 McGuinness Institute (2012). *Project 2058 Report 9 – Science Embraced: Government-funded Science under the Microscope*. [online] p.3. Available at: https://www.mcguinnessinstitute.org/publications/project-2058-reports [Accessed 4 Apr. 2025].

Learn more about the origins of the Strategy Pyramid: McGuinness Institute (2025). *The Origins of the Strategy Pyramid*. [online] Available at: https://www.mcguinnessinstitute.org/strategynz/the-origins-of-the-strategy-pyramid [Accessed 4 Apr. 2025].

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

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

Other terms used in the 2024 Budget include:

6. overarching goals (in 2024, there are three)
7. (Government) priorities (in 2024, there are five). Treasury (2024). *Budget Policy Statement 2024*. [online], pp.1–2. Available at: https://www.treasury.govt.nz/publications/budget-policy-statement/budget-policy-statement-2024#budget-policy-statement [Accessed 5 Jan. 2025].

10 The DPMC website states: 'Government Targets will focus attention, resources and accountability on improving service outcomes. The Targets are intentionally ambitious to ensure New Zealanders get better results and the public services they deserve in health, education, law and order, work, housing and environment. Ministers and agency chief executives are accountable for delivery, and the Government expects the public service to dig deeply into root causes, to be innovative, and to be disciplined in directing resources to where they will have the greatest impact on outcomes.'

Department of the Prime Minister and Cabinet (DPMC) (2025). *Government Targets*. [online]. Available at: https://www.dpmc.govt.nz/our-programmes/government-targets [Accessed 20 Dec. 2024].

11 See endnote 9.

12 Treasury (2024). *The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2025*. [online]. Available at: https://www.treasury.govt.nz/publications/budgets/estimates-appropriations-government-new-zealand-year-ending-30-june-2025 [Accessed 1 Apr. 2024].

Notes

If you have any feedback or suggestions, please contact us at gdsindex@mcguinnessinstitute.org

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