

Working Paper 2025/01

# Methodology

for the 2024 Government Department  
Strategies Index



01

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# Contents

1.0	Introduction	5
1.1	Purpose	5
1.2	What has changed since the 2023 GDS Index	5
1.3	The important link between purpose and strategy	6
1.4	The strategy pyramid	8
1.5	Foresight thinking	9
2.0	Methodology	10
2.1	Method	10
2.2	Previous GDS Index data sets	10
2.3	Does the document meet the Institute's definition of a GDS?	12
2.4	Worksheets	16
2.5	Assumptions and limitations	17
3.0	Scoring	19
	Abbreviations	20
	Glossary	21
	Endnotes	95

# Tables

Table 1.1:	The 2024 GDS Index publications	5
Table 2.1:	GDS Index data sets over time	10
Table 2.2:	The 2024 GDS Index process	11
Table 2.3:	Timing gap between date annual report published and date GDS published in late 2024	18
Table 3.1:	GDS Index reviewers 2014–2024	19
Table W2.1:	Master spreadsheet columns defined	28
Table A1.1:	GDS Index publications, 2014–2024	34
Table A3.1:	List of government departments [34]	40
Table A4.1:	Potential new GDSs rejected from the 2024 GDS Index	45
Table A5.1:	Strategy documents that were merged	47
Table A6.1:	Jointly held GDSs [27]	51
Table A7.1:	GDSs in legislation [32]	54
Table A8.1:	GDSs archived between October 1994 and 31 December 2024 [470]	58
Table A9.1:	GDSs in operation in the 2024 GDS Index, by department [195]	80

## Figures

Figure 1.1: Link between aspirational statements and operational statements	7
Figure 1.2: The link between the Institute's strategy pyramid and the Transparency Scorecard	9
Figure 2.1: Illustration of the method	10
Figure W1.1: Actions and outputs of the Institute at each stage of the OIA process	26
Figure A3.1: Public Service Act 2020	41

## Worksheets

Worksheet 1: Collecting the data	24
Worksheet 2: Formatting the data for the Handbook	28

## Appendices

Appendix 1: GDS Index publications, 2014–2024	33
Appendix 2: Changes to criteria over time	36
Appendix 3: List of government departments [34]	39
Appendix 4: Rejected documents [10]	44
Appendix 5: Merged GDSs [13]	46
Appendix 6: Jointly held GDSs [27]	50
Appendix 7: GDSs in legislation [32]	53
Appendix 8: GDSs archived between October 1994 and 31 December 2024 [470]	57
Appendix 9: GDSs in operation in the 2024 GDS Index, by department [195]	78

# 1.0 Introduction

This paper explains how the 2024 GDS Index was created.

## 1.1 Purpose

Three objectives underpin the Institute’s research.

### The purpose of the GDS Index is to:

- 1. maintain a public record of strategic documents published by government departments over time,
- 2. provide feedback on strategic documents (ideally to help improve the quality of such documents going forward), and
- 3. showcase a process for improvement – the Institute encourages the establishment of a public register of strategy documents that is actively managed by the public service, making it easy for Ministers, officials and citizens to access and assess these strategies and the long-term policy direction of departments.

The key research question underpinning the GDS Index is: Does this strategy document contain sufficient information for an independent reader to assess the quality of the strategy?

Note: The Handbook does not itself review the quality.

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

**Table 1.1: The 2024 GDS Index publications**

Publication	Type of publication	Title
2024 GDS Index Handbook	Book	2024 Government Department Strategies Index Handbook – He Puna Rautaki
Methodology	Working Paper	Working Paper 2025/01 – Methodology for the 2024 Government Department Strategies Index (this document)
Analysis of Climate Change	Working Paper	Working Paper 2025/02 – Analysis of Climate Change in Government Department Strategies as at 31 December 2024

## 1.2 What has changed since the 2023 GDS Index

With the decision to publish the GDS Index in early 2025 (to 31 December 2024), the Institute has focused on streamlining its GDS research process to deliver the Index shortly after the end of the previous year. As a result of this intention, the following changes were made:

### 1. No initial GDS scoping

For the 2024 GDS Index, the Institute did not carry out an initial search for GDSs on government departments’ websites. Previously, the results of this search were used to make up the spreadsheet sent to government departments in our initial OIA request (see Stage 2 of Worksheet 1 in Working Paper 2024/08 – Methodology for the 2023 Government Department Strategies Index [p.34] for more information). For the 2024 GDS Index, we instead requested that government departments provide links to new GDSs in their OIA responses (see change 3 below). This enabled the Index to be published in April 2025 (four months after close off).

### 2. Isolating our OIA correspondence

All correspondence relating to the GDS Index is now undertaken through a unique email address: GDSIndex@mcguinnessinstitute.org.

### 3. Changes to our initial OIA request

Government departments were each sent individual spreadsheets, as opposed to one spreadsheet for all departments, and they were asked to fill in two sheets rather than one.

- Sheet 1 asked whether GDSs listed in the *2023 GDS Index* were still active.
- Sheet 2 asked for the link and title of any new strategies published in 2024 or any active strategies missing from the *2023 GDS Index*.

These changes were intended to significantly reduce the workload for government departments and hence accelerate the speed of OIA responses and be more cost-effective.

### 4. Refining the criteria

#### Changes made in the *2024 GDS Index* research process

Appendix 5 lists all the changes to the criteria since 2015.

Given feedback from officials, it was decided to provide more clarity in regard to criterion 7. In particular, a definition of what comprises a corporate document was added as a note under the criteria and to the glossary.

Reports on strategic intentions or annual reports, as required under ss 38 and 43 of the Public Finance Act 1989 respectively; performance improvement framework reviews (PIFs); and briefings to incoming Minister (BIMs) have been specified as corporate documents, and statements of intent and four-year plans have been removed. These changes seek to provide additional clarity and transparency for government departments and users of the GDS Index, as well as reflecting the following legislative changes relating to corporate documents:

- In 2014, sections 38–42 of the Public Finance Act 1989 (PFA) were updated to require government departments to provide information on ‘strategic intentions’.<sup>1</sup>
- Statements of intent are no longer required under the PFA for government departments.<sup>2</sup>
- In September 2019, Cabinet agreed to stop requirements for four-year plans.<sup>3</sup>

### 5. Streamlining time taken for scoring GDSs

New additions to the *2024 GDS Index* have been scored by one reviewer who was assigned 30 minutes for each GDS.

### 6. Merging of inter-related GDSs

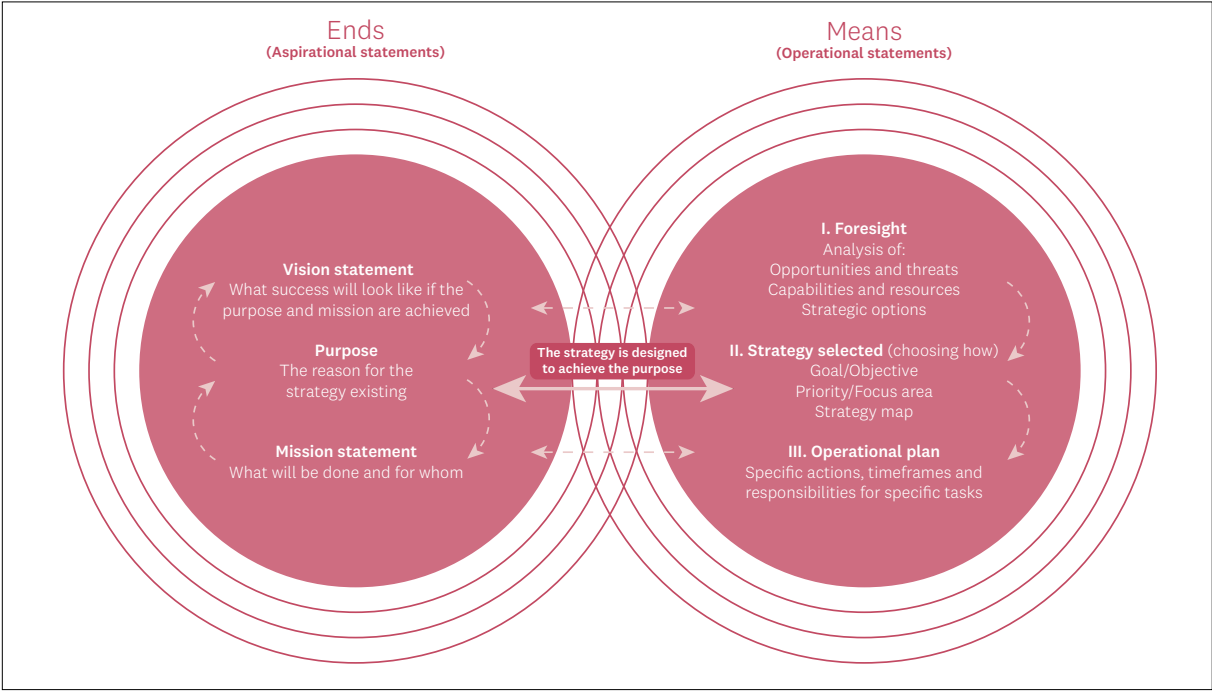
There is a noticeable trend of departments producing amendments or extensions to supplement existing strategies (i.e. without the existing strategy being archived). Therefore, for the *2024 GDS Index*, the Institute has merged amendments and extensions, as well as action and implementation plans, with the overarching strategy document where the department holding both documents is the same and the publication dates are within three years of each other. This time limit between publication dates was introduced to account for the fast-changing world we live in and hence the different contexts in which GDSs are developed and issues they are designed to address. See Appendix 5 for more detail on how decisions to merge documents were made.

## 1.3 The important link between purpose and strategy

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

A glossary of key terms is provided on pages 20–22.

**Figure 1.1: Link between aspirational statements and operational statements**



**Aspirational statements**

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

**Operational statements**

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

**Purpose statements**

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

**Strategy statements**

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

## 1.4 The strategy pyramid

Figure 1.2 (opposite) sets out how strategy can turn purpose into actionable steps. If each question in the strategy pyramid can be answered logically, it is possible to design a roadmap for achieving desired outcomes. Using the metaphor of a road, the goal should be to find the fastest, safest and most cost-effective route from point A to point B. This is why it is so important for GDSs to be designed well, thoroughly tested and regularly re-evaluated; not just because of how much they cost, but because they have the potential to deliver significant long-term benefits to current and future generations. Put another way, a GDS only costs the public money when it is not effective. Hence, departments that design and stress-test strategies have a real responsibility to put effort not only into the initial strategy design, but the middle (the execution) and the end (the review, reflections and lessons). GDSs are a cheap and effective tool capable of delivering significant value to the public of New Zealand – officials have a responsibility to act in good faith and deliver on the public service principles.

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

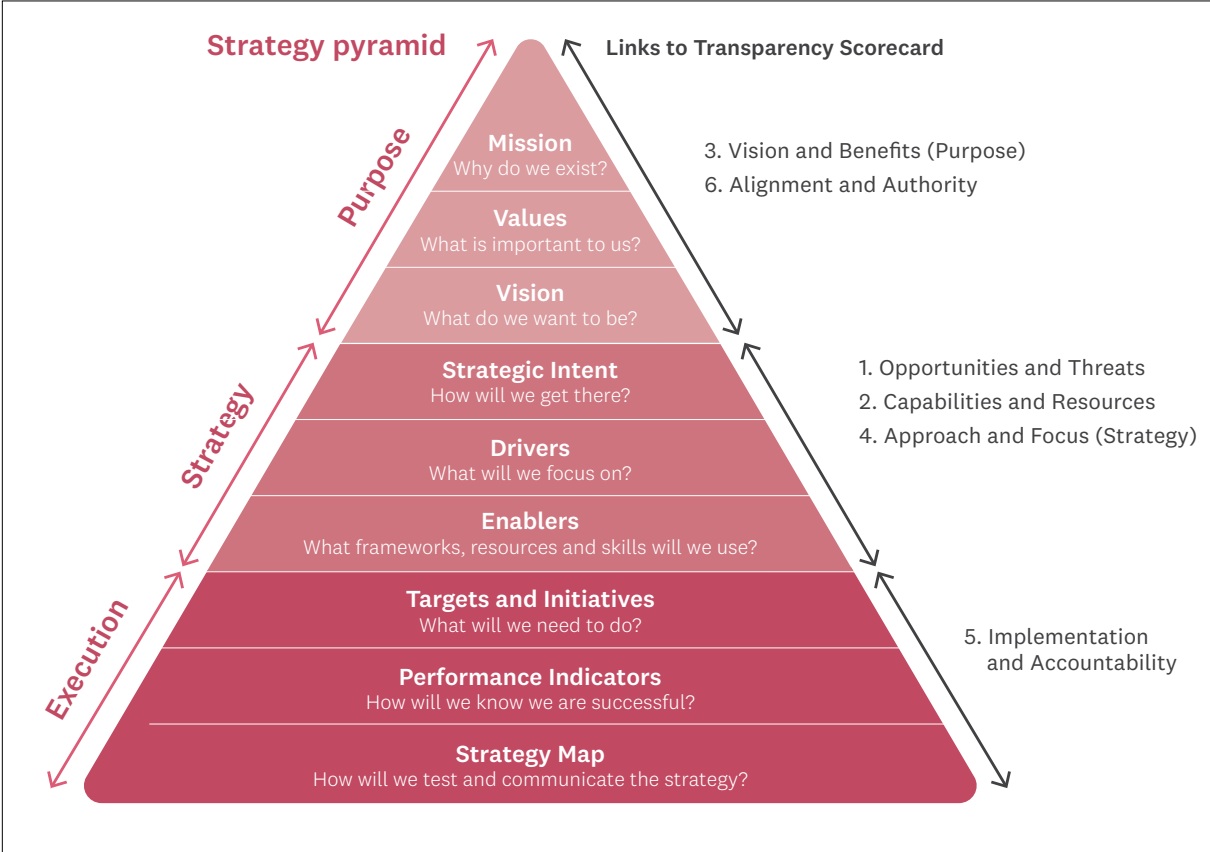
- (1) A chief executive of a department or departmental agency is responsible to the appropriate Minister for—
  - (a) improving ways of working across public service agencies; and
  - (b) their agency’s responsiveness on matters relating to the collective interests of government; and
  - (c) the operation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

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



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

Source: Adapted from McGuinness Institute (2012)<sup>4</sup>



### 1.5 Foresight thinking

Governments today are often criticised for prioritising short-term goals and quick fixes at the expense of investing in long-term change, and without considering long-term feasibility. An article by the Public Health Communication Centre states that ‘short-term thinking dominates policymaking in Aotearoa NZ’ and calls for structural change and parliamentary reform to further institutionalise long-term thinking.<sup>5</sup>

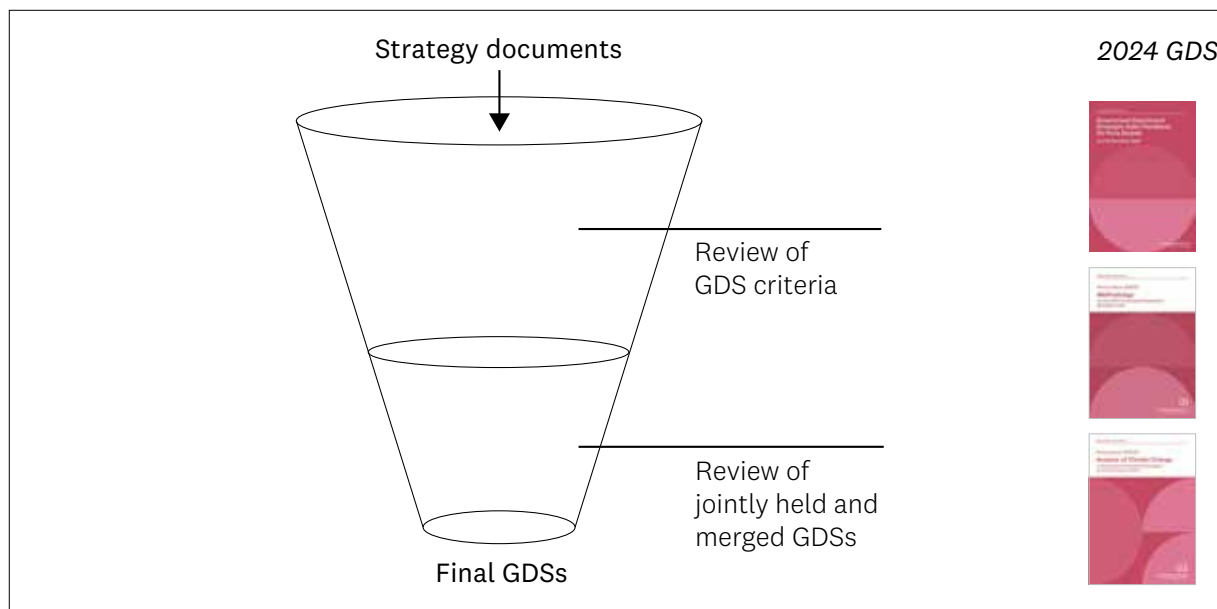
GDSs have a key role in embedding long-term thinking into government decision-making and policy. With some strategies spanning 40 years, they encourage politicians to think beyond the three-year election cycle. Applying foresight is essential in addressing and reducing uncertainty, and can provide more clarity over what the future may hold and enable us to be prepared for it. The Institute has a particular interest in foresight thinking and foresight tools, especially given the increasingly pressing nature of slowly evolving crises such as climate change.<sup>6</sup> Increasing the prevalence, prominence, public accessibility and accountability of GDSs should enable New Zealand to map a comprehensive pathway to meeting long-term targets, such as its Nationally Determined Contribution (NDC).<sup>7</sup>

## 2.0 Methodology

### 2.1 Method

The method has remained relatively consistent since 2014; see Figure 2.1. However, the GDS criteria have varied slightly over the years, with a few changes to the criteria to align with recent developments. See Appendix 2: Changes to criteria over time.

**Figure 2.1: Illustration of the method**



### 2.2 Previous GDS Index data sets

We have collected GDS data seven times (in 2014, 2015, 2018, 2020, 2021, 2023 and 2024). Table 2.1 below provides a comprehensive list of all GDS data sets generated to date.

**Table 2.1: GDS Index data sets over time**

	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 Appendix 9 for 2024) <sup>1</sup>	GDSs archived (See Appendix 8) <sup>1</sup>	Total GDSs since 1 July 1994	GDSs in operation as a percentage of all GDSs since 1 July 1994
2014 GDS Index <sup>2</sup>	30 Jun 2014	290	0	-154	<b>136</b>	<b>154</b>	290	46.9%
2015 GDS Index	30 Jun 2015	136	12	-14	<b>134</b>	<b>168</b>	302	44.4%
2018 GDS Index	31 Dec 2018	134	111	-97	<b>148</b>	<b>265</b>	413	35.8%
2020 GDS Index	31 Dec 2020	148	74	-23	<b>199</b>	<b>288</b>	487	40.9%
2021 GDS Index	31 Dec 2021	199	61	-39	<b>221</b>	<b>327</b>	548	40.3%
2023 GDS Index	31 Dec 2023	221	88 <sup>3</sup>	-79 <sup>3</sup>	<b>230</b>	<b>406</b>	636	36.2%
2024 GDS Index	31 Dec 2024	230	29	-64	<b>195</b>	<b>470</b>	665	29.3%

### Notes to Table 2.1

1. This includes GDSs that have been jointly held. Hence, a strategy jointly held by three departments is included three times in the GDS Index. See Appendix 6 of the *2024 Methodology* for a list of all jointly held GDSs.
2. The *2014 GDS Index* was the first Index published by the Institute. As such, the 290 GDSs represent all GDSs found that were published between 1 July 1994 and 30 June 2014. The 154 GDSs are those that had been archived between 1 July 1994 and 30 June 2014, while the 136 GDSs are those that were still active as at 30 June 2014.
3. For the *2023 GDS Index*, the 88 additions and the 79 archived included four GDSs that were added and archived within the same year. All four were MBIE GDSs.

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

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

**Table 2.2: The 2024 GDS Index process**

Stages	2024 GDS Index		Total
Stage 1 Additions	<b>List of potential new GDSs</b>		
	OIA requests were made to each government department in January 2025, requesting all GDSs they hold (see Worksheets 1 and 2). <sup>i</sup>	42	
	Less documents that did not meet the criteria (see Appendix 4)	-10	
	Less strategy documents merged by the Institute (see Appendix 5)	-3	
	<b>New additions to the 2024 GDS Index (see highlighted rows in Table A9.1, Appendix 9)</b>		<b>29</b>
Stage 2 Carried Over	<b>Previous 2023 GDS Index GDSs in operation</b>	<b>230</b>	
	Less GDSs archived by department as GDS is no longer in operation (see note * of Table A8.1, Appendix 8)	-45	
	Less GDSs archived by department as GDS is no longer held by that department but is still active and held by another department/s (see note ** of Table A8.1, Appendix 8)	-6	
	Less GDSs archived by the Institute as GDS no longer meets the GDS criteria (see note *** of Table A8.1, Appendix 8)	-13	
	<b>2023 GDSs to be carried forward (see rows with asterisk in Table A9.1, Appendix 9)</b>		<b>166</b>
<b>Total</b>	<b>Total GDSs in operation as at 31 December 2024 (see Appendix 9, Table A9.1)</b>		<b>195</b>

### Note to Table 2.2

- An OIA schedule combines all correspondence with government departments. It is published on the McGuinness Institute's 'OIAs and other correspondence' web page.<sup>8</sup>

## 2.3 Does the document meet the Institute’s definition of a GDS?

For the purposes of the *2024 GDS Index*, ‘government department strategy’ (GDS) is defined in terms of the following criteria.

A ‘government department strategy’ must:

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

\* Corporate documents are defined as regular public sector entity reports and include reports on strategic intentions or annual reports, as required under ss 38 and 43 of the Public Finance Act 1989 respectively. They also include performance improvement framework reviews (PIFs) and briefings to the incoming Minister (BIMs).

A strategy will be excluded if it does not meet the definition of a GDS above. In cases where it is not clear whether a strategy meets the criteria, it is subject to a more detailed review. Question 1 below explains the process for reviewing a strategy and gives some examples. See Appendix 4 for the full list of GDSs rejected from the *2024 GDS Index*.

### Technical questions with practical examples

Please note, when discussing a specific GDS in the *2024 GDS Index*, the Institute’s protocol is to include the GDS number in square brackets. As noted, titles are not always consistently used by departments, so this protocol ensures there is no doubt as to what GDS the Institute is referring to.

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

Before accepting a document as a new operational GDS, we check its publication and operational dates to ensure they align with the year for which the analysis is carried out. For example, a new GDS published in January 2025 will be excluded from the *2024 GDS Index* as it is past the cut-off date for this GDS Index update.

For some types of documents, it is less clear whether they meet the GDS criteria and hence they require a deeper review. These document types are summarised below:

##### National policy statements issued under the RMA (NPSs)

These are excluded as, while they often meet the GDS criteria, the Institute considers the purpose and users they serve are different from GDSs. NPSs are designed to establish rules and guidelines for decision-makers and are written to be used by officials within government rather than the general public. They all share the same pre-determined purpose, which is to ‘state objectives and policies for matters of national significance that are relevant to achieving the purpose of the RMA’.<sup>9</sup>

Note: NPSs are distinct from Government Policy Statements, which are not issued under the RMA and set out a government’s plans, priorities and intentions related to a concrete cause such as health or land transport.<sup>10</sup> Government Policy Statements are often included in the GDS Index.

##### Long-term insights briefings (LTIBs)

These are often excluded because they do not have sufficient detail to meet criterion 4.

In the *2023 GDS Index*, there was one exception to this: [GDS34–02] *He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing*. This is because it was combined with a statement on the long-term fiscal position that did contain long-term thinking and a means and ends.

## Regulatory stewardship documents

These were excluded unless they had sufficient detail to meet criterion 4. In the *2024 GDS Index*, there were two exceptions to this: LINZ's [GDS09-03] *Regulatory Stewardship Strategy* and [GDS16-11] MBIE's *Regulatory Systems Stewardship Strategy 2023-2028*.

## Strategies produced by Interdepartmental Executive Boards (IEBs)

These are included, even though they often do not appear to be directly published by a government department (criterion 1). In cases where IEBs solely consist of government department officials (who are employed by government departments), the strategies that they publish are included in the GDS Index. For example, [GDS03-03], [GDS19-09], [GDS21-15], [GDS23-01], [GDS24-02], [GDS25-09] and [GDS29-01] *Te Aorerekura: The national strategy to eliminate family violence and sexual violence* (December 2021) was produced and published by the IEB Te Puna Aonui (TPA). In the *2024 GDS Index*, it was considered jointly held by the seven departments that are members of TPA and therefore share a responsibility for the strategy's implementation.

## Cabinet strategy documents

Cabinet can issue strategy documents independent of departments. These are excluded as they do not meet criterion 1. However, if the strategy document is later published by a government department, it can be considered a GDS.

Example: [GDS19-14] *Approach to Improving Attendance in Schools* (May 2024): This Cabinet paper was included as a GDS in the *2024 GDS Index* as it was published in the public arena by MOE in May 2024 and met all the other GDS criteria.

Other types of documents that are used by government to bring about change but do not meet the GDS criteria include:

- Government work programmes

A few departments set out a programme of action. These are typically excluded as they do not contain long-term thinking (criterion 4) or are less than two years in duration (criterion 6).

Example: *Carbon Neutral Government Programme*: Documents published under the *Carbon Neutral Government Programme* typically function as guidelines, not strategic documents that set out the means and the ends. Therefore, they do not meet criterion 4.
- Government priorities

These are excluded as they are not produced by a government department (criterion 1). A general discussion on government priorities can be found in the *Speech from the Throne* (every three years), the *Budget Policy Statement* (usually in November or December) and the *Budget Speech* (usually in May or June).
- Political manifestos

These do not meet criterion 1 as they are not produced by a government department.

If a document is deemed not to be a GDS, an explanation is provided to the respective government department via email.

## 2. How are strategy documents that are related treated?

Some government departments have GDS packages that comprise multiple interconnected documents, such as a broader strategy document and an implementation plan or an amendment or extension. If such documents meet the criteria below, they have been combined and considered as one strategy to avoid giving undue weight to the package or making unfair assumptions if departments separate their GDS across several documents. It also ensures greater comprehensiveness and transparency because supplementary strategies, which may otherwise be excluded for not meeting our GDS criteria, can be incorporated.

For GDS documents to be merged, the documents must:

- include at least one document that meets the GDS criteria
- clearly be related to the same strategy, i.e. they were released under the same project name and the supporting document references the main strategy document

- be held by the same government department/s
- be published within three years of each other (does not apply to amendments or extensions).

In the *2024 GDS Index*, there were 10 GDSs that consisted of more than one document (see Table A5.1 in Appendix 5).

Examples:

[GDS11-03] and [GDS22-04] *Fale mo Aiga – Pacific Housing Strategy 2030: Fale mo Aiga – Pacific Housing Action Plan 2030* (November 2022) was merged with *Fale mo Aiga – Pacific Housing Strategy 2030* (November 2022) and the two documents were scored as one strategy due to their equivalent project name and publication date.

[GDS22-01] *Public Housing Plan 2021–2024 [Updated to 2025]: The Updated Public Housing Plan: Including 2024–2025 delivery* (September 2023) was merged with the *Public Housing Plan 2021–2024* (January 2021). This was because HUD described the former as an extension of the latter and the former did not meet criterion 6 as it only had a duration of one year. The title in the GDS Handbook has been updated to reflect the merge.

[GDS21-01] *He Korowai Oranga – Māori Health Strategy 2014* (June 2014) and [GDS21-11] *Whakamaua – Māori Health Action Plan 2020–2025* (July 2020): These two strategies have not been merged and instead are treated as separate strategies. This is due to the six-year gap between the publication dates and [GDS21-11] *Whakamaua – Māori Health Action Plan 2020–2025* being detailed enough to warrant standing on its own.

### 3. What happens when a merged document is archived?

If the main strategy document is archived, then all other documents it has been merged with are also treated as archived.

If an action/implementation plan or amendment is archived and replaced, then the old document is simply removed from the merged PDF and the new plan/amendment is added. The number of pages and duration of the merged GDS is updated accordingly. These documents are not included in the archived or new additions lists. Instead, a note is added to Appendix 5: Merged GDSs stating what has been added and what has been replaced.

### 4. How is a jointly held GDS treated?

In the *2024 GDS Index*, 27 of the 195 GDSs in operation were jointly held by two or more government departments (see list in Appendix 6). The term ‘jointly held’ is defined in the glossary (see p.21). A jointly held strategy is treated as a separate GDS for each department that holds it (i.e. a GDS owned by four departments is treated as four GDSs). Although this means more weight is put on jointly held GDSs, it allows for more accurate GDS comparison across departments and sectors and illustrates each department’s ownership of the strategy and responsibility for its implementation.

If a jointly held document is no longer held by one of the departments, it is archived for that department.

Example: *Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence*: In their OIA response, the Public Service Commission (PSC) informed us that they ceased being a member of TPA (the IEB that published this strategy) on 1 July 2023 and therefore no longer hold this strategy. The GDS is still active and included in *2024 GDS Index Handbook* for the remaining seven departments: DOC, MOE, MOH, MOJ, TPK, MSD and OT.

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

The Institute adds this department into the analysis. For example, two new departments were established in 2024: the Ministry for Regulation (MFR) and the Social Investment Agency (SIA). 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. All three of these departments were sent OIA requests, bringing the total number of government departments included in the *2024 GDS Index* up to 34, from 31 in the *2023 GDS Index*.

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

If a government department publishes two GDSs in one document but indicates in their OIA response that these are two distinct GDSs, they are treated as two separate GDSs. These GDSs may have been combined in one document because they were part of the same work programme, or for another reason unknown to the Institute.

Example: [GDS19-08] *Tertiary Education Strategy* and [GDS19-07] *Statement of National Education and Learning Priorities*: In 2021, MOE indicated that the former was contained within latter. Therefore, the latter document has been treated as two GDSs.

## 7. How is this information ordered?

Spreadsheets and hard copy folders of departments are ordered alphabetically, consistent with the order of departments in Schedule 2, Part 1 of the Public Service Act 2020 (see Appendix 3). GDSs within each department are ordered by publication date, from oldest to most recent.

## 8. Which government departments are included?

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

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

The Institute requests this information in its initial OIA request. A department will normally specify whether a GDS has been updated or whether a GDS has been archived and replaced with a new strategy. If a department indicates that a strategy has been replaced, this strategy is archived. Replacements often carry the same title but have a different duration.

Example: [GDS26-04] *Government Policy Statement on Land Transport 2024/25-2033/34* (June 2024): In the *2024 GDS Index*, this GDS, held by MOT, replaced the previous GDS *Government Policy Statement on Land Transport 2021/22-2030/31* (September 2020), which is now archived.

Updates are not treated as a new GDS; only the publication date is changed. Updates typically have the same title and duration.

Example: [GDS05-03] *New Zealand's Countering Terrorism and Violent Extremism Strategy* (October 2022): DPMC first published this GDS in February 2020 and then updated it in June 2021 and October 2022. The publication date is given as October 2022.

Extensions and amendments, which are typically published as separate documents, are merged with the existing GDS they relate to (see question 2 for more information).

## 10. What happens if a GDS has been published by a department but is not yet fully operational?

If aspects of the strategy are already being actioned and taken into account in government decision-making, the GDS is included as active. If the strategy is still in draft form and is not yet publicly available it is rejected.

Examples: [GDS14-10] *New Zealand's Second Emissions Reduction Plan 2026-30*: This strategy does not become fully operational until 1 January 2026. However, it was published in the public arena in December 2024 and states 'work on ERP2 initiatives is already underway'.<sup>11</sup> Therefore, it has been included in the *2024 GDS Index*.

ERO's *Pacific Strategy*: This strategy was included as a new GDS in ERO's response to our OIA request for the *2024 GDS Index*. However, the strategy is still in draft pending final approval and is not yet publicly available. Therefore, it has been excluded from the *2024 GDS Index*.

## 11. What if a GDS remains on a department's website as operational after the Institute has been advised it should be archived?

The Institute seeks to align the Index as closely as possible with the OIA responses received directly from government departments. Therefore, if a department has stated a strategy is archived but it is still available on the department's website, the strategy is archived in the GDS Index. However, the Institute recommends that archived strategies are taken offline in order to avoid misleading the public as to the work the department is pursuing.

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

Yes. While ideally a GDS should be a position ‘statement’ or a ‘report’ at a fixed point of time, GDSs published as web pages are now included. This is due to the increase in GDSs being published as web pages on departments’ websites. (This also allows for Cabinet papers that have been published on departments’ websites to be included.)

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

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

Examples:

[GDS07–01] *GCSB Strategy 2023–27* (NK): This strategy was treated as externally facing because, despite its actions being focused on the operations of the department, its outcomes are related to better serving New Zealand so it can navigate future challenges.

*Diversity and Inclusion Strategy 2021–2025* (July 2021): This strategy, jointly held by GCSB and NZSIS, was treated as internally facing as it is focused on creating a diverse and inclusive workforce. As a result, it was removed from the *2023 GDS Index*.

**14. How does the Institute deal with GDSs that are held by government department agencies not listed in Schedule 2 of the Public Finance Act 1989?**

If the department agency has a host department, GDSs held by them are treated as being held by the host department. Government agencies do not have a host department, therefore their strategies are rejected under criterion 1.

Examples:

The Ministry of Ethnic Communities is a ‘departmental agency’ under Schedule 2, Part 2 of the Public Service Act 2020, with the Department of Internal Affairs (DIA) being its host department. Therefore, the Ministry’s GDSs are treated as held by DIA.<sup>12</sup>

Health New Zealand does not have a host department. Therefore, despite working closely with MOH, its strategies are not treated as GDSs.

## 2.4 Worksheets

The following worksheets describe how the GDS Index is created. Briefly, the Institute creates (with the help of government department officials) a list of all GDSs (as at the specified date). Of these, only the operational GDSs are scored against the Transparency Scorecard. These worksheets are written in such a way that the process can be repeated by future McGuinness Institute staff. This methodology only contains the worksheets that have been updated since *Working Paper 2024/08 Methodology for the 2023 Government Department Strategies Index as at 31 December 2023* (the *2023 Methodology*) (i.e. Worksheets 1 and 2). For the remaining worksheets, please refer to the *2023 Methodology*.

- Worksheet 1: Collecting the data
- Worksheet 2: Formatting the data for the Handbook
- Worksheet 3: How to create the Transparency Scorecard Excel  
See Worksheet 3 of the *2023 Methodology* (pp.41–53)
- Worksheet 5: How to search statements of intent and annual reports  
See Worksheet 5 of the *2023 Methodology* (p.56)
- Worksheet 6: How to create the legislation folder  
See Worksheet 6 of the *2023 Methodology* (pp.57–58)
- Worksheet 7: How to search within GDSs for mention of the term ‘Act’  
See Worksheet 7 of the *2023 Methodology* (p.59)
- Worksheet 8: How to update the operational GDS table on the McGuinness Institute website  
See Worksheet 8 of the *2023 Methodology* (pp.60–61)



## 2.5 Assumptions and limitations

### The GDS analysis has three general limitations:

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

### Specific limitations of the analysis include:

- The GDS Index relies on the OIA responses from each department being comprehensive, consistent and accurate. The Institute did not search for GDSs independently on department websites and so if departments have missed GDSs from their responses, these will not be included in the *2024 GDS Index*. Although the Institute has attempted to correct clear inconsistencies and gaps where possible (e.g. confirming jointly held GDSs were co-owned by each of the listed departments), we have not sought to further verify the responses beyond this.
- In some cases, departments may have missed a GDS that is operational and notify the Institute in order to have it retrospectively added to the Index.
- The Transparency Scorecard does not analyse the drafting history of the GDS and whether this included consultation and engagement with the public. It does not look at the extent to which the public collaborated in its vision or outcomes.
- A level of judgement was necessary when carrying out the analysis of GDSs against the Transparency Scorecard. Similarly, setting the elements themselves and the values attributed to each sub-element was a wholly subjective exercise based on the Institute's position on what makes a strategy 'good'. Therefore, others who undertake a similar analysis may reach different results due to using a different metric or differences in the values awarded to each sub-element.
- The reviewer's judgement as to the accessibility of GDSs to public servants and the public (featured in the three qualitative questions at the bottom of each scoring form) is subjective. The reviewers strove, however, to take a moderate, neutral and representative approach in their answers.
- Where departments did not have publicly available strategic documents (report on strategic intentions or annual report), the analysis under element 6 (Alignment and Authority) was limited, as the reviewers could not assess the integration of the GDS with the missing strategic document. In this case, the missing sub-element was given a score of 0. This occurred four times while scoring GDSs that were new to the *2024 GDS Index*. The Ministry of Disabled People had no publicly available report on strategic intentions, therefore the four GDSs it holds were given a score of 0 for sub-element 6.2.
- Where departments have published a GDS after the annual report year end date, the Institute was unable to check that the GDS was mentioned in their annual report. Therefore, these GDSs were marked with an asterisk in sub-element 6.3 of the Transparency Scorecard. In the *2024 GDS Index*, this relates to the following GDSs in Table 2.3.

**Table 2.3: Timing gap between date annual report published and date GDS published in late 2024**

2024 GDS Index Number	Government Department Strategy (GDS)	Date GDS published	Date annual report published 'for the year ended'	Date annual report published in public arena
GDS02-23	Critical Ecosystem Pressures on Freshwater Environments (CRESP): 4-year research strategy	August 2024	30 June 2024	October 2024
GDS02-24	Te Ara Mōrehu: He rautaki whakaora kākāriki karaka   Kākāriki Karaka Recovery Strategy 2024-2034	September 2024	30 June 2024	October 2024
GDS05-05	2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24] [Jointly held with MBIE]	August 2024	30 June 2024	October 2024
GDS16-13	Employment Action Plan	August 2024	30 June 2024	October 2024
GDS16-14	Major Events Strategy	August 2024	30 June 2024	October 2024
GDS16-15	2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24] [Jointly held with DPMC]	August 2024	30 June 2024	October 2024
GDS16-16	Space and Advanced Aviation Strategy 2024-2030	September 2024	30 June 2024	October 2024
GDS21-27	New Zealand Pandemic Plan: A framework for action (Interim update – July 2024)	July 2024	30 June 2024	October 2024
GDS25-13	The Child and Youth Strategy 2024-2027	November 2024	30 June 2024	October 2024

- We have, as a policy, not gone back and removed older GDSs from any previous GDS Index on the grounds that they no longer meet the criteria today. This is important to note if comparing the number of operational GDSs across different years and GDS Indexes.
- The Institute is aware of GDS documents that are not signed but have been officially signed off by relevant parties such as Cabinet. For example, the *Migrant Settlement and Integration Strategy*, archived in the *2018 GDS Index* update, was not signed. However, the strategy itself (as opposed to the document) was signed off by Cabinet. To obtain this additional information for all GDSs is beyond the scope of this research.
- For merged documents, it is assumed that if the main strategy document is archived, all supplementary documents are also archived.

As our intention is to provide comprehensive analysis of GDSs published over the last 30 years, the Institute welcomes feedback on this working paper and the *2024 GDS Index*.

### 3.0 Scoring

Please see sections 3.1 to 3.3 (pp.22–29) of the *2023 Methodology* for a breakdown of how the Institute scores each GDS and the purpose of each element. See also Worksheet 3 (pp.41–51) of the *2023 Methodology* for the scoring criteria applied by reviewers.

In the *2024 GDS Index*, the scores from the *2023 GDS Index* were carried forward and only the additions were scored.

For the *2024 GDS Index*, only one reviewer was used. This resulted in some changes to the scoring process that was previously used, particularly: the scoring form was used only once; only physical copies of each GDS were used during the scoring process (with soft copies marked up later to evidence points); and the third party review of the scoresheet did not occur as there were no variations to average or reassess (i.e. scores did not need comparing or resolving).

**Table 3.1: GDS Index reviewers 2014–2024**

GDS Index	Reviewer 1 30 minutes	Reviewer 2 As long as needed
<i>2014 GDS Index (as at 30 June 2014)</i>	George	Madeleine
<i>2015 GDS Index (as at 30 June 2015)</i>	Madeleine	Karri
<i>2018 GDS Index (as at 31 December 2018)</i>	Madeleine	Wei Kai
<i>2021 GDS Index (as at 31 December 2021)</i>	Gemma*	Thomas*
<i>2023 GDS Index (as at 31 December 2023)</i>	Eilish/Paddy	–
<i>2024 GDS Index (as at 31 December 2024)</i>	Paddy	–

\*Note: With assistance from Eilish and Paddy.

# Abbreviations

<b>BIM</b>	Briefing to incoming Minister	<b>OIA</b>	Official Information Act
<b>CDEM</b>	Civil Defence Emergency Management	<b>OT</b>	Oranga Tamariki – Ministry for Children
<b>CLO</b>	Crown Law Office	<b>PIF</b>	Performance improvement framework review
<b>Corrections</b>	Department of Corrections	<b>PFA</b>	Public Finance Act 1989
<b>DIA</b>	Department of Internal Affairs	<b>PSC</b>	Public Service Commission
<b>DOC</b>	Department of Conservation	<b>SFO</b>	Serious Fraud Office
<b>DPMC</b>	Department of the Prime Minister and Cabinet	<b>SIA</b>	Social Investment Agency
<b>ERO</b>	Education Review Office	<b>StatsNZ</b>	Statistics New Zealand
<b>GCSB</b>	Government Communications Security Bureau	<b>TPA</b>	Te Puna Aonui
<b>GDS</b>	Government department strategy	<b>TPK</b>	Ministry of Māori Development – Te Puni Kōkiri
<b>HUD</b>	Ministry of Housing and Urban Development	<b>Treasury</b>	The Treasury
<b>IEB</b>	Interdepartmental Executive Board		
<b>IRD</b>	Inland Revenue Department		
<b>LINZ</b>	Land Information New Zealand		
<b>LTIB</b>	Long-term insights briefing		
<b>MBIE</b>	Ministry of Business, Innovation and Employment		
<b>MCH</b>	Ministry for Culture and Heritage		
<b>MDP</b>	Ministry of Disabled People		
<b>MFAT</b>	Ministry of Foreign Affairs and Trade		
<b>MFE</b>	Ministry for the Environment		
<b>MFR</b>	Ministry for Regulation		
<b>MFW</b>	Ministry for Women		
<b>MOD</b>	Ministry of Defence		
<b>MOE</b>	Ministry of Education		
<b>MOH</b>	Ministry of Health		
<b>MOJ</b>	Ministry of Justice		
<b>MOT</b>	Ministry of Transport		
<b>MPI</b>	Ministry for Primary Industries		
<b>MPP</b>	Ministry for Pacific Peoples		
<b>MS1</b>	Master spreadsheet 1		
<b>MS2</b>	Master spreadsheet 2		
<b>MSD</b>	Ministry of Social Development		
<b>NDC</b>	Nationally Determined Contribution		
<b>NZCS</b>	New Zealand Customs Service		
<b>NZSIS</b>	New Zealand Security Intelligence Service		

# 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.<sup>13</sup>

## **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)'.<sup>14</sup>

## **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.<sup>14</sup>

## **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.<sup>15</sup>

### **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*).<sup>16</sup> 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).

# Worksheet 1: Collecting the data

Note: The following explains how this process was undertaken for the *2024 GDS Index*.

Outlined below is the process by which the raw data for a GDS Index update is collected. As in any research process, the process for gathering and refining the data is amended and refined as issues and questions are raised and answered, and so a degree of back and forth between process stages is to be expected. Specific issues and questions are outlined in Section 2.2 of this document.

## Inputs

Previous GDS Index Master spreadsheet (to be saved as new Master spreadsheets 1 and 2 [MS1 and MS2])

Letter for each department detailing our OIA request

Spreadsheet for each department

Sector tables from the latest Budget rounds

Schedule 2, Part 1 of the Public Service Act 2020 as it lists the official names of government departments

## Process

Email out OIA request of possible status of GDSs held by the department

Create schedule of OIA acknowledgements and responses (hard and soft copies)

Update MS1 with information from OIA responses

Review all new GDSs and clarify with departments any GDSs where the status is still in question

Update MS2 with final status of all GDSs

Create folders of all GDSs in operation (hard and soft copies)

## Outputs

New GDS Index MS1 and MS2

This data is used to create the *2024 GDS Index Handbook – He Puna Rautaki* and update the two tables on the McGuinness Institute’s website (the table of operational GDSs and the table of archived GDSs).

## Stage 1 – Preparing OIA requests – attachments

1. Make up an individual spreadsheet for each department, each consisting of two sheets. Sheet 1 is titled ‘Review of 2023 GDS’. Sheet 2 is titled ‘Potential new GDSs’.
2. To prepare sheet 1, copy over all rows of GDSs for that department that were active in the previous GDS Index from the previous Master spreadsheet.
3. Adjust the title for column F to say:
 

Q1: Choose one of three options:

  - (i) ‘still active’
  - (ii) ‘archived’ (i.e. no longer in operation), or
  - (iii) ‘no longer owned and operated by this government department’. If this is the case, please say who it has been transferred to (e.g. your comment might be ‘transferred from MOH to Health NZ in March 2024’)

Yellow highlight column F to indicate where the department should put their response.
4. To prepare sheet 2, make up the following four columns, all highlighted in yellow:
  - a Title of Strategy
  - b Link to PDF of strategy
  - c Q2: Choose one of two options:



- (i) 'replaces an existing GDS'. If this is the case, please name the GDS it replaces in column D (you can copy from the list in Sheet 1), or
  - (ii) 'is a completely new strategy document'
  - d Any specific comments from the Department?
5. Write up a letter outlining the information we are requesting and any other information departments should be aware of. The *2024 GDS Index* letter can be used as a template.

## Stage 2 – Preparing OIA requests – emails

1. Compile a list of OIA emails for each government department.
2. Write up a generic email that summarises our request and the content of the attachments.
3. Attach the relevant letter and spreadsheet to the email for each department.

## Stage 3 – Preparing the Master spreadsheets

The Institute now uses two Master spreadsheets to track the status of GDSs. They both have the same format but reflect slightly different things.

The first spreadsheet, MS1, is titled 'Spreadsheet of all GDSs listed by government departments in initial OIA responses'. It consists of the collated content of Sheets 1 and 2 from all government departments in their initial response to our OIA request.

The second spreadsheet, MS2, is titled 'Spreadsheet of GDSs found in the 2024 GDS Index'. It reflects the final status of all GDSs listed by government departments after follow-up questions have been clarified in OIA correspondence and the Institute has reviewed proposed new GDSs against the GDS criteria. This spreadsheet is used to update the Handbook and the appendices in the Methodology.

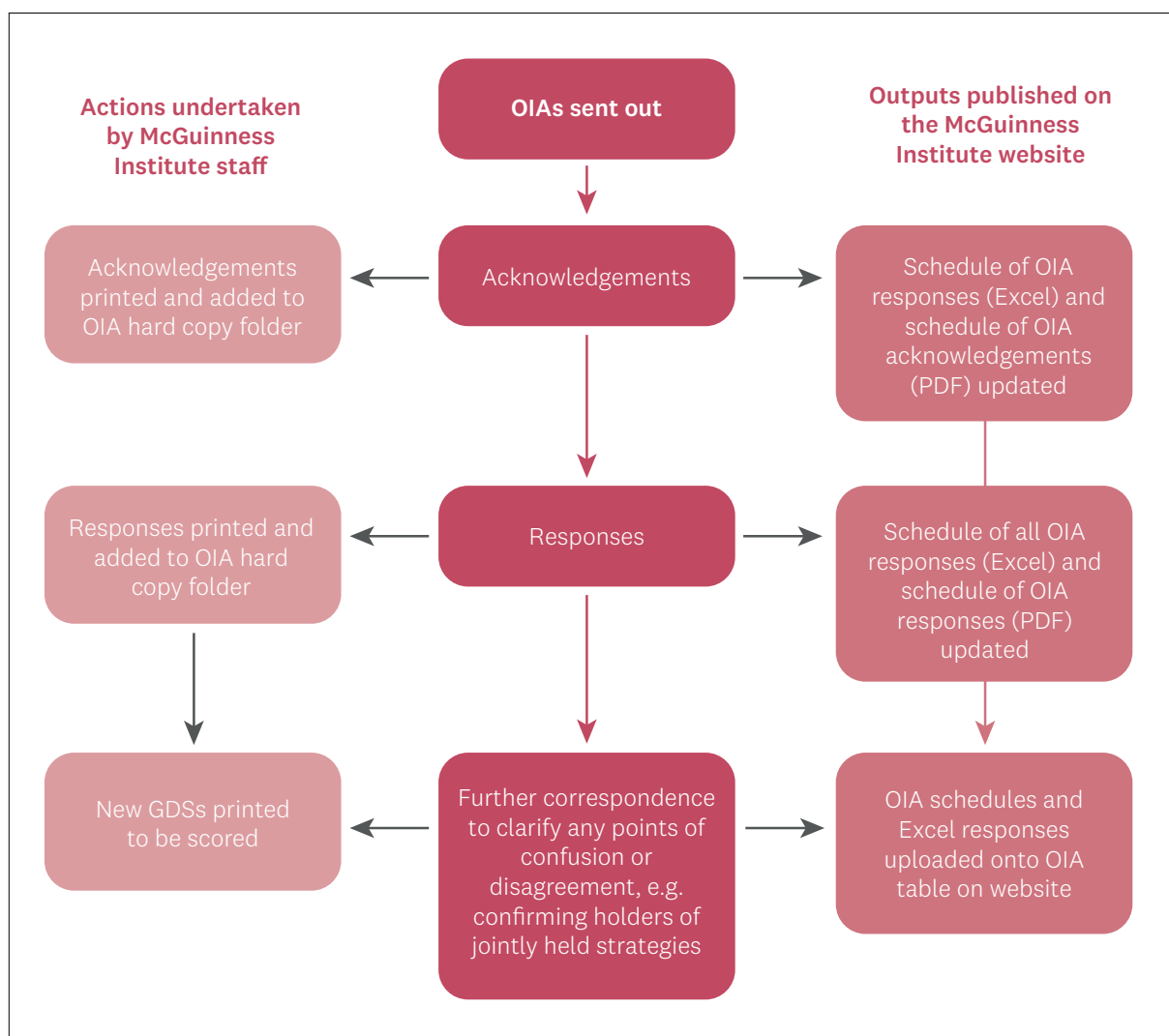
Both MS1 and MS2 should have a sheet for each government department.

Each sheet should have a column for:

1. Government department currently holding the GDS
2. Index number
3. Title of strategy on GDS Index (each title should be linked to the PDF of the strategy document)
4. Publication date
5. Duration
6. Current status (i.e. 'still active', 'archived' or 'transferred')
7. Number of pages
8. Signed by
9. This GDS replaces
10. Jointly held with
11. Transferred from
12. Strategy map
13. Legislation
14. Merged?
15. Climate intelligence
16. Action points?
17. Further actions (to determine whether further correspondence is needed)

## Stage 4 – Processing OIA responses

Figure W1.1: Actions and outputs of the Institute at each stage of the OIA process



Gather the collected information by:

- printing out all correspondence with each government department,
- printing out all Excel spreadsheets that each government department has prepared,
- printing out all new GDS documents or webpages provided by government departments, and
- filing these documents with a folder for each department and GDSs filed in date order (with the most recently published at the front).

Once government departments have answered the OIA requests and MS1 has been completed, review all new GDSs to determine whether they align with the Institute's GDS criteria. See verification process below, and section 2.2 of this working paper for the criteria.

If further clarification for a GDS is required, note this in column 17 and send another OIA email to the respective department. This can often be a back-and-forth process.

Once this process is complete, MS2 and the additions and deletions lists can be finalised.

## Stage 5 – OIA email of thanks

Email each department to thank them for their OIA responses and send them the final list of GDSs for their respective department.

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

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

### Verification process

During the process of receiving OIA responses from government departments, each strategy needs to be reviewed against the McGuinness Institute GDS criteria. If a strategy does not meet all of the criteria it is not considered a GDS. In the *2024 GDS Index*, this led to 10 strategies being rejected as they did not meet the criteria (see Appendix 4 for the list of rejected GDSs).

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

## Worksheet 2: Formatting the data for the Handbook

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

Note: Where the Institute is quoting material from a GDS such as the purpose or strategic approach, the page number used is the page number that is provided on the document itself, not the PDF page number. The exception is when we have merged multiple PDFs. In these cases, the PDF page number of the merged PDF is used, alongside the total number of pages of the merged PDF. For example, if the merged PDF is 102 pages, and the quoted page referred to is page 67, it is written as (p. 67 [out of 102]).

**Table W2.1: Master spreadsheet columns defined**

Information sought	Objective	Explanation
Title of strategy on GDS Index	To establish a unique and easily identifiable name for each GDS while avoiding repetition.	<p>As a general rule, titles are taken directly from the strategy itself. The following steps explain how to cite the title:</p> <p>Step 1: Look in the inside cover and if there is text that states how the report is to be cited, use this as the title of the strategy. If the title is not cited here, go to Step 2.</p> <p>Step 2: Look on the front cover for the full title of the document. If it includes a series title, ignore this. If the title is unclear, review how the document has been referred to in the header or footer. If the title is still unclear, review how the document has been described on the department web page where it is published, or even in a press release.</p> <p>In terms of capitalisation, give main titles in title case and subtitles in sentence case, regardless of how they appear on the document itself, or any recommendations on how to cite the document.</p> <p><b>Variations</b></p> <ul style="list-style-type: none"> <li>Do not include years and year ranges in the title, unless these are needed to distinguish one strategy from a previous publication with the same or a very similar name. Years are also added if they are clearly part of a document's title.</li> <li>If a GDS has two subtitles and both are needed to determine what the GDS relates to, the second subtitle is put in square brackets. For example, <i>Taking Flight: An aviation system for the automated age [drone integration paper] (2019)</i>.</li> </ul> <p>If necessary, use square brackets to add text that provides clarity about the document. For example, [GDS22-01] <i>Public Housing Plan 2021-2024 [Updated to 2025] (January 2021)</i>. Also, use square brackets to change the emphasis of a title when a generic identifier for the type of document is stated first. For example, [GDS20-01] <i>International Cooperation for Effective Sustainable Development (ICESD) [Policy statement] (2019)</i>, rather than <i>Policy Statement: International cooperation for effective sustainable development (ICESD)</i>.</p> <p>Text in square brackets should be roman if it has been added by the Institute and italics if it was part of the original title.</p> <ul style="list-style-type: none"> <li>In most cases, remove 'Aotearoa' and 'New Zealand' from the start of titles. The exceptions are when it is part of the name of an entity (e.g. New Zealand Geographic Board), or when it provides context or identification to a title (e.g. the New Zealand subantarctic islands rather than subantarctic islands in general).</li> <li>The names of government departments are also removed from the start of titles. The exceptions are when departments have similarly titled strategies, or the department name is directly incorporated into the title (rather than generically placed at the start of the title) and it is clear that the strategy is specific to the department's approach. For example, [GDS04-05] <i>DIA's Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism (2022)</i> and [GDS16-11] <i>MBIE's Regulatory Systems Stewardship Strategy 2023-2028 (2023)</i>.</li> <li>In some cases, additional punctuation needs to be added to titles, for example, to separate a title and subtitle, or an English and te reo Māori translation. The Institute decides which punctuation is appropriate based on the following key:</li> </ul>

Information sought	Objective	Explanation
		<p><b>Key:</b></p> <ul style="list-style-type: none"> <li>• Colon used to separate main titles and subtitles. For example, [GDS08-02] <i>Multinational Enterprises: Compliance focus 2024</i> (2024).</li> <li>  Pipe used to separate Māori to English translations and vice versa. Importantly, it must be a comprehensive translation (i.e. a direct translation or as closely translated as possible). For example, [GDS12-06] <i>Science Strategy   Rautaki Putaiao</i> (2015).</li> <li>[] Square brackets used for second subtitles or changing the emphasis of a title. For example, <i>Taking Flight: An aviation system for the automated age [drone integration paper]</i> (2019).</li> <li>- En dash used before sub-clauses of the main title or subtitle. The sub-clauses must not be part of a Māori to English translation. For example, [GDS04-03] <i>Office of Ethnic Communities – Strategic Framework</i> (2020).</li> <li>• For merged GDSs, the title of the main strategy document is used. For example, [GDS04-06] <i>Te Rautaki Matihiko mō Aotearoa   The Digital Strategy for Aotearoa</i> (September 2022): This GDS consists of a strategy document, <i>Te Rautaki Matihiko mō Aotearoa   The Digital Strategy for Aotearoa</i> (2022), and an action plan, <i>Action Plan for the Digital Strategy for Aotearoa</i> (2022). The merged title is equivalent to the strategy document title.</li> </ul> <p>Note: An exception to this rule is where the main strategy document title contains a date that no longer reflects the duration of the merged GDS. In these cases, additional text can be added in square brackets to provide clarity and accuracy. For example, [GDS22-01] <i>Public Housing Plan 2021-2024 [Updated to 2025]</i> (January 2021): This GDS consists of the main strategy document, <i>Public Housing Plan 2021-2024</i> (2021) and an extension, <i>Updated Public Housing Plan: Including 2024-2025 delivery</i> (2024). For clarity, '[Updated to 2025]' has been added to the merged title to account for the extension.</p>
Publication date	To establish the year and month each GDS was published.	<ul style="list-style-type: none"> <li>• The publication date (year and month) is taken from the OIA response or GDS itself (typically from the front or inside cover). If the GDS document does not indicate its publication date, its department's website is checked for any indication of when the GDS was published. If a date cannot be found the website is checked for press releases, web pages or other documents to determine proof of publication. If the date still cannot be located, this information is sought through OIA requests and follow-up communications. If the month or year is not confirmed then it is recorded as not known (NK), e.g. NK, 2023.</li> <li>• For merged GDSs with multiple publication dates, the date of the main strategy document is used. Typically, this is also the earliest date. For example, [GDS11-01] <i>Pacific Languages Strategy 2022-2032</i> consists of two documents: (i) <i>Pacific Language Strategy</i>, published in August 2022 and (ii) <i>Pacific Languages Government Action Plan</i>, published in June 2023. The publication date is given as August 2022.</li> </ul>
Duration	To first establish the length of time that the GDS is intended to be in operation for (year range), and secondly to help understand how the GDSs fit into a tendency towards political short-termism or long-termism.	<ul style="list-style-type: none"> <li>• This information is presented as year-year.</li> <li>• The duration, in the first instance, is taken from the OIA response, then checked in the GDS document. If no duration is stated on the cover page, the document is searched for mentions of the year it was published (e.g. '2023') or the term 'duration'.</li> <li>• If a date range is indicated within the duration (e.g. 2017/18-2020/21), the earliest and latest years are taken (e.g. 2017-2021). This also applies to merged documents. For example, [GDS21-16] <i>Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25</i> (June 2022): The earliest year is 2022 and the latest year is 2025 so the duration is given as 2022-2025. For example, [GDS22-01] <i>Public Housing Plan 2021-2024 [Updated to 2025]</i> (January 2021): The duration for this merged GDS is given as 2021-2025. The duration of the two documents are 2021-2024 and 2024-2025 respectively. Therefore, by taking the earliest and latest years of the documents, the duration is 2021-2025.</li> </ul>

Information sought	Objective	Explanation
		<ul style="list-style-type: none"> <li>If there is no year range stated in the OIA response or in the GDS, the year of publication is taken as the start date and the end date is recorded as NK, e.g. 2020–NK.</li> <li>Often strategies remain active after the end date stated in the document. In these cases, the initial duration is still given as it is an important element in the framing, development and intentions of the strategy. For example, [GDS21–02] <i>Cancer Plan: Better, faster cancer care 2015–2018</i> (2014): The end date was seven years ago, but MOH stated the strategy was still active in their 2025 OIA response. For this reason, the duration is listed as ‘2015–NK (was initially 2018)’.</li> <li>Sometimes the duration dates and the publication date of a document do not align. For example, [GDS14–10] <i>New Zealand’s Second Emissions Reduction Plan 2026–30</i>: This GDS was published in December 2024 but it does not become fully operational until 2026. Therefore, the duration is given as 2026–2030.</li> </ul>
Current status (i.e. active, archived or transferred)	To establish that the GDS is operational for the year end to which the GDS Index relates.	This information is found in the OIA responses.
Number of pages	To determine the length of GDS documents. This also helps to establish the range of lengths of GDSs.	<p>This information reflects the number of PDF pages.</p> <p>Note: Where GDS documents have been merged, the combined total of page numbers is used and a note stating that this is the merged total is included. For example, [GDS26–02] <i>Transport Evidence Base Strategy</i> consists of two documents that have a combined total of 72 pages. Therefore, the number of pages is written as: 72 (merged).</p>
Signed by	To establish the level at which the GDS is publicly signed without identifying the specific signatory.	<ul style="list-style-type: none"> <li>This information is found in the GDS document, usually through a signed foreword or similar, and is not sought anywhere else. The title, name and office of the signatory (e.g. Hon Name of Minister, portfolio; name, position in organisation) is recorded as written in the GDS document. This means that the Minister’s full title is the name used when the document was signed. For example, [GDS21–05] <i>Health Research Strategy</i> (June 2017): The Minister who signed this GDS was the Minister of Science and Innovation (i.e. the current title, the Minister for Research, Science and Innovation, is not used).</li> <li>Signatories are categorised into the following: ‘Crown’, ‘Chief Executive’ (‘CE’), ‘Department staff (other than CE)’, ‘Not signed’, ‘Other’, or combinations of these. Director-General, Secretary to ..., Solicitor-General (CLO), Chief Review Officer (ERO), Director (SFO), Comptroller (NZCS), Government Statistician (Stats NZ) and Commissioner (SSC) or any other role that is highest within a department are considered in this context to be at the same level as CE, so are recorded as CE.</li> <li>Surveyor-General (LINZ) and Convenor (MOT) are not considered in this context to be at the same level as CE, and so are recorded as ‘Department staff (other than CE)’.</li> <li>The role title and the category are both mentioned in the <i>2024 GDS Index Handbook – He Puna Rautaki</i>. For example, ‘Signed by: Crown (Minister for the Prevention of Family Violence and Sexual Violence)’.</li> <li>If a GDS has a name stated but does not have a signature, it still counts as being signed.</li> </ul>

Information sought	Objective	Explanation
This GDS replaces	To record the history of strategies over time.	<ul style="list-style-type: none"> <li>This information is found in the OIA responses.</li> <li>If the replaced GDS was held by a different department, this department is noted after the title and year of publication. For example, [GDS18–01] <i>Disability Strategy 2016–2026</i>: In 2024, this GDS was transferred to MDP, having been previously jointly held by MOH and MSD. This GDS replaced the <i>Disability Strategy 2001</i> which was held by MOH. Therefore, the information is written as follows: ‘This GDS replaces: <i>Disability Strategy 2001</i> (2001), originally held by MOH’</li> <li>Where departments have noted documents that have been replaced by new GDSs in their OIA correspondence, but they have not been considered a GDS by the Institute in previous indices, they have not been included in this section. For example: <i>National Fuel Plan</i> (March 2020): In DPMC’s OIA response for the <i>2023 GDS Index</i>, they noted that this GDS replaced the <i>Oil Emergency Response Strategy</i> (2008) and <i>National CDEM Fuel Plan</i>. The former is noted as it was in the <i>2021 GDS Index</i>. The latter is not listed as it was never considered a GDS. Therefore, the information is written as follows: ‘This GDS replaces: <i>Oil Emergency Response Strategy</i> (2008)’</li> </ul>
Jointly held with	To record which GDSs are held by more than one government department.	<ul style="list-style-type: none"> <li>This information is found in the OIA responses. If one department states that a strategy is jointly held with other departments, these other departments are sent an OIA to confirm this. GDSs are only considered jointly held if all departments have confirmed they hold the strategy. For example, [GDS12–05] <i>Wilding Conifer Management Strategy 2015–2030</i> (December 2014): In the <i>2023 GDS Index</i>, this strategy was treated as jointly held between DOC and MPI. However, in DOC’s OIA response for the <i>2024 GDS Index</i>, they stated that this strategy was solely held by MPI. This was confirmed with MPI in a follow-up OIA. Therefore, in the <i>2024 GDS Index</i>, the strategy was treated as solely held by MPI.</li> <li>GDSs held by more than one department are included as a GDS for each department. For example, [GDS02–03] and [GDS14–03] <i>Mātauranga Whakauka Taiao   Environmental Education for Sustainability</i> (July 2017): This strategy is jointly held by DOC and MFE. Therefore, it is included in the <i>2024 GDS Index Handbook</i> under both departments and has two GDS numbers.</li> </ul>
Transferred from	To establish where the GDS is transferred to if it is no longer owned by the government department that originally published it.	This information is found in the OIA responses.
Strategy map	To establish which GDSs are using a visual framework to map out the strategy for users.	<ul style="list-style-type: none"> <li>This information is found by looking through the GDS documents, using the links provided by government departments in their OIA responses.</li> <li>See Glossary for the definition of a strategy map (p.23).</li> <li>See <i>Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps Found in Government Department Strategies in Operation as at 31 December 2021</i> for more information and examples.</li> </ul>
Purpose	To establish, in a statement, what the intention of the GDS is at its core (essentially, what issue is it addressing?).	The purpose statement is a quote taken from the GDS that summarises the strategy’s overarching goal or vision.

Information sought	Objective	Explanation
Strategy (to achieve the purpose)	To establish, in a paragraph, what the approach of the GDS is to achieve its goal.	The strategy statement is a paragraph generated by McGuinness Institute staff to articulate the strategic approach (i.e. the 'how').
Government sector	To establish which sector each GDS comes under.	<ul style="list-style-type: none"> <li>This information is found in the Treasury's 2024 Budget in <i>The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2025</i> under 'Votes in Each Sector'.</li> <li>Two government departments straddle two sectors: MBIE and MOJ. The Institute took a view on what GDS related to what sector based on the respective topic. This was previously advised to the relevant departments in an email of 22 February 2022, during research for the <i>2021 GDS Index</i>, seeking their feedback. In the 2024 Budget, these two departments still straddled the same two sectors.</li> </ul>



# Appendix 1: GDS Index publications, 2014–2024

## Appendix 1: GDS Index publications, 2014–2024

Table A1.1 below lists the publications produced by the Institute under each edition of the GDS Index. We initially planned to update the GDS Index annually. However, due to the resources required to produce the GDS Index, a decision was made in 2015 to update the GDS Index only when resources were available.

**Table A1.1: GDS Index publications, 2014–2024**

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

<b>Title</b>	<b>Publication date</b>
<i>2022/05 – Best Practice: Guidance for Policy Analysts Preparing Government Department Strategy Documents</i>	June 2022
<i>Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps Found in Government Department Strategies in Operation as at 31 December 2021</i>	June 2022
<i>Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021</i>	June 2022
<i>Working Paper 2022/08 – Analysis of Poverty in Government Department Strategies as at 31 December 2021</i>	June 2022
<i>2021 Government Department Strategies Index Handbook – He Puna Rautaki</i>	June 2022
<i>Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index</i>	August 2022 [third refresh]
<b>2023 GDS Index (GDSs as at 31 December 2023)</b>	
<i>2023 Government Department Strategies Index Handbook – He Puna Rautaki</i>	December 2024
<i>Working Paper 2024/08 – Methodology for the 2023 Government Department Strategies Index as at 31 December 2023</i>	December 2024 [fourth refresh]
<i>Working Paper 2024/09: Analysis of Climate Change in Government Department Strategies as at 31 December 2023</i>	December 2024
<b>2024 GDS Index (GDSs as at 31 December 2024)</b>	
<i>2024 Government Department Strategies Index Handbook – He Puna Rautaki</i>	April 2025
<i>Working Paper 2025/01 – Methodology for the 2023 Government Department Strategies Index (this document)</i>	April 2025 [fifth refresh]
<i>Working Paper 2025/02: Analysis of Climate Change in Government Department Strategies as at 31 December 2024</i>	April 2025

# **Appendix 2: Changes to criteria over time**

## Appendix 2: Changes to criteria over time

This appendix contains GDS criteria since 2015. These have evolved as a result of feedback from officials.

### GDS criteria (2024)

The definition below was used to produce the *2024 GDS Index*.

For the purposes of the *2024 GDS Index*, ‘government department strategy’ (GDS) is defined in terms of the following criteria.

A ‘government department strategy’ must:

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

\* Corporate documents are defined as regular public sector entity reports and include reports on strategic intentions or annual reports, as required under ss 38 and 43 of the Public Finance Act 1989 respectively. They also include performance improvement framework reviews (PIFs) and briefings to the incoming Minister (BIMs). However, if a corporate document contains strategy, for example a long-term insights briefing (LTIB), it may be included as a GDS.

### GDS criteria (2023)

The definition below was used to produce the *2023 GDS Index*.

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

A ‘government department strategy’ must:

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

### GDS criteria (2021)

The definition below was used to produce the *2021 GDS Index*.

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

A ‘government department strategy’ must:

1. be a publicly available document accessible on a government department website
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request

3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose)
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper)
5. be national rather than local in focus, therefore excluding regional strategies
6. guide the department's thinking and operations over two years or more, and not be a statement of intent or annual report.

### **GDS criteria (2015)**

The definition below was used to produce the *2015 GDS Index*.

For the purposes of the *2015 GDS Index*, 'government department strategy' (GDS) is defined in terms of the following criteria.

A 'government department strategy' must:

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

# **Appendix 3: List of government departments [34]**

## Appendix 3: List of government departments [34]

Within the GDS Index, each department is assigned a number according to the order the departments appear in the legislation below. Importantly, the Ministry for Regulation, the Ministry of Disabled People and the Social Investment Agency were added to Schedule 2 of the Public Service Act 2020 in 2024. These departments were included in the *2024 GDS Index*, bringing the total number of government departments up to 34, from 31 in the *2023 GDS Index*.

**Table A3.1: List of government departments [34]**

Department number	Department name
01	Crown Law Office
02	Department of Conservation
03	Department of Corrections
04	Department of Internal Affairs
05	Department of the Prime Minister and Cabinet
06	Education Review Office
07	Government Communications Security Bureau
08	Inland Revenue Department
09	Land Information New Zealand
10	Ministry for Culture and Heritage
11	Ministry for Pacific Peoples
12	Ministry for Primary Industries
13	Ministry for Regulation
14	Ministry for the Environment
15	Ministry for Women
16	Ministry of Business, Innovation and Employment
17	Ministry of Defence
18	Ministry of Disabled People
19	Ministry of Education
20	Ministry of Foreign Affairs and Trade
21	Ministry of Health
22	Ministry of Housing and Urban Development
23	Ministry of Justice
24	Ministry of Māori Development – Te Puni Kōkiri
25	Ministry of Social Development
26	Ministry of Transport
27	New Zealand Customs Service
28	New Zealand Security Intelligence Service
29	Oranga Tamariki – Ministry for Children
30	Public Service Commission
31	Serious Fraud Office
32	Social Investment Agency
33	Statistics New Zealand
34	The Treasury



**Figure A3.1: Public Service Act 2020**

Version as at 16 December 2024	<b>Public Service Act 2020</b>	Schedule 2
<hr/>		
<b>Schedule 2</b>		
<b>Public service agencies</b>		
		ss 23, 26, 33
 <b>Part 1</b> <b>Departments</b>		
Crown Law Office		
Department of Conservation		
Department of Corrections		
Department of Internal Affairs		
Department of the Prime Minister and Cabinet		
Education Review Office		
Government Communications Security Bureau		
Inland Revenue Department		
Land Information New Zealand		
Ministry for Culture and Heritage		
Ministry for Pacific Peoples		
Ministry for Primary Industries		
Ministry for Regulation		
Ministry for the Environment		
Ministry for Women		
Ministry of Business, Innovation, and Employment		
Ministry of Defence		
Ministry of Disabled People		
Ministry of Education		
Ministry of Foreign Affairs and Trade		
Ministry of Health		
Ministry of Housing and Urban Development		
Ministry of Justice		
Ministry of Māori Development—Te Puni Kōkiri		
Ministry of Social Development		
Ministry of Transport		
New Zealand Customs Service		
New Zealand Security Intelligence Service		
Oranga Tamariki—Ministry for Children		
		65

## Public Service Commission

Serious Fraud Office

Social Investment Agency

Statistics New Zealand

## The Treasury

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

Schedule 2 Part 1 Ministry of Disabled People: inserted, on 1 December 2024, by clause 4(1) of the Public Service (Ministry of Disabled People) Order 2024 (SL 2024/209).

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

Schedule 2 Part 1 Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency: repealed, on 1 July 2022, by clause 4 of the Public Service (Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency Disestablishment) Order 2022 (SL 2022/147).

**Part 2****Departmental agencies and host departments**

**Note:** A tick in the third or fourth column alongside the name of a departmental agency means that the working arrangement referred to above the tick applies to the departmental agency.

<b>Departmental agency</b>	<b>Host department</b>	<b>Chief executive may operate outside strategic and policy framework of host department (see section 24(2)(a))</b>	<b>Chief executive may manage assets and liabilities (see section 24(2)(b))</b>
Aroturuki Tamariki—Independent Children’s Monitor	Education Review Office	✓	
Cancer Control Agency	Ministry of Health		
Charter School Agency	Ministry of Education		✓
Ministry for Ethnic Communities	Department of Internal Affairs		
National Emergency Management Agency	Department of the Prime Minister and Cabinet		
Office for Māori Crown Relations—Te Arawhiti	Ministry of Justice		

Schedule 2 Part 2 Aroturuki Tamariki—Independent Children’s Monitor: inserted, on 1 May 2023, by clause 4 of the Public Service (Aroturuki Tamariki—Independent Children’s Monitor) Order 2023 (SL 2023/32).

Schedule 2 Part 2 Charter School Agency: inserted, on 1 July 2024, by clause 4 of the Public Service (Charter School Agency) Order 2024 (SL 2024/71).

## Relevant excerpts from the Public Service Act 2020

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

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

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

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

# **Appendix 4: Rejected documents [10]**

## Appendix 4: Rejected documents [10]

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

**Table A4.1: Potential new GDSs rejected from the 2024 GDS Index**

Row	Department (number & name)/ organisation	Title of strategy	Reason for rejection*
01	02. Department of Conservation	<i>Conservation Management of the Critically Endangered Matuku-Hūrepo/ Australasian Bittern: A review of threats and preliminary management techniques</i>	This document does not meet criterion 4 as it is a guidance document rather than a strategic document. It is a resource for conservation managers to make up management plans.
02	04. Department of Internal Affairs	<i>AML/CFT Programme Guideline</i>	This document does not meet criterion 4 as it is a guidance document rather than a strategic document. It does not set out an strategic approach but an overview of the requirements of an AML/CFT programme to assist users in establishing them.
03	06. Education Review Office	<i>Pacific Strategy</i>	This document does not meet criterion 1 as it is still in draft and has not yet been published by ERO.
04	08. Inland Revenue Department	<i>Offshore Tax Transparency</i>	This document does not meet criterion 4 as it is a guidance document rather than a strategic document. It is a resource to educate New Zealanders on the international tax landscape. There is no clear purpose and related approach specific to the document itself.
05	16. Ministry of Business, Innovation and Employment	<i>New Zealand Migrant Settlement and Integration Strategy</i>	This document does not meet criterion 4 as it does not set out an approach, only outcomes.
06	16. Ministry of Business, Innovation and Employment	<i>A Minerals Strategy for New Zealand to 2040</i>	This document was published in January 2025, after the 2024 GDS Index cut-off date of 31 December 2024.
07	20. Ministry of Foreign Affairs and Trade	<i>Strategic Intentions 2024-2028</i>	This document does not meet criterion 7 as it is a corporate document required under the Public Finance Act 1989.
08	25. Ministry of Social Development	<i>Employment Investment Framework for 2024/25</i>	This document does not meet criterion 6 as it only has a duration of one year.
09	29. Oranga Tamariki – Ministry for Children	<i>Our Strategy</i>	This document does not meet criterion 7 as it is published within a corporate document.
10	Health New Zealand	<i>Mental Health and Addiction Workforce Plan 2024 – 2027</i>	This document does not meet criterion 1 as it is published by Health New Zealand, which is not a government department.

# Appendix 5: Merged GDSs [13]

## Appendix 5: Merged GDSs [13]

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

The Institute first decided to merge some strategy documents in the *2023 GDS Index*. 73 GDSs were reviewed for potentially merging, with 12 merged GDSs listed in the final *2023 GDS Index Handbook*. See Appendix 6 of *2023 Methodology* (pp.82–92) for the method used to merge GDSs for the first time.

In the *2024 GDS Index*, the criteria below were used in decisions about whether to merge GDSs.

For GDS documents to be merged, the documents must:

- include at least one document that meets the GDS criteria
- clearly be related to the same strategy, i.e. they were released under the same project name and the supporting document references the main strategy document
- be held by the same government department/s
- be published within three years of each other (does not apply to amendments or extensions)

Table A5.1 lists all documents in the *2024 GDS Index* that are merged and highlights the three new merges made since the *2023 GDS Index*.

**Table A5.1: Strategy documents that were merged**

Row	Department (number & name)	Overarching GDS	Merged with (GDS added to overarching GDS)	Reason for merging	Final 2024 GDS Index number
<b>GDSs held by one department only (not jointly held)</b>					
01	02. Department of Conservation	<i>Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020</i> (August 2020)	<i>Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy Implementation Plan</i> (April 2022) [Addition to the 2024 GDS Index]	The implementation plan follows the same strategic framework and has the same outcomes as the strategy document.	GDS02–15
02	04. Department of Internal Affairs	<i>Te Rautaki Matihiko mō Aotearoa   The Digital Strategy for Aotearoa</i> (September 2022)	<i>Action Plan for the Digital Strategy for Aotearoa</i> (September 2022) [Addition to the 2023 GDS Index]	The action plan was published alongside the strategy and contains actions that directly relate to the three goals identified in the strategy.	GDS04–06
03	11. Ministry for Pacific Peoples	<i>Pacific Languages Strategy 2022–2032</i> (August 2022)	<i>Pacific Languages Government Action Plan (December 2024)</i> <sup>i</sup> [Addition to the 2023 GDS Index]	The action plan outlines how the strategy will be implemented in order to advance the key objectives and vision of the strategy.	GDS11–01
04	14. Ministry for the Environment	<i>Aotearoa New Zealand’s First Emissions Reduction Plan</i> (May 2022)	<i>New Zealand’s First Emissions Reduction Plan: Amendment 2024</i> (December 2024) [Addition to the 2024 GDS Index]	The amendment is supplementary to the main strategy document and highlights the adjustments made by the new government.	GDS14–05

Row	Department (number & name)	Overarching GDS	Merged with (GDS added to overarching GDS)	Reason for merging	Final 2024 GDS Index number
05	17. Ministry of Defence	<i>Defence Policy and Strategy Statement 2023</i> (August 2023)	<i>Future Force Design Principles</i> (August 2023) [Addition to the 2023 GDS Index]	<i>Future Force Design Principles</i> acts as a key bridging document between the information outlined in the <i>Defence Policy and Strategy Statement 2023</i> and the investment planning that is to be included in an upcoming <i>Defence Capability Plan</i> (not the one currently included in the 2023 GDS Index).  Note: The Ministry of Defence website as at 19 November 2024 notes that work is underway on options to inform a new <i>Defence Capability Plan</i> as the next phase of the Defence Policy Review.	GDS17-02
06	22. Ministry of Housing and Urban Development	<i>Public Housing Plan 2021-2024</i> [Updated to 2025] <sup>ii</sup> (January 2021)	<i>Updated Public Housing Plan: Including 2024-2025 delivery</i> (September 2023) [Addition to the 2024 GDS Index]	The <i>Updated Public House Plan</i> is described as an extension of the <i>Public Housing Plan 2021-2024</i> .	GDS22-01
07	25. Ministry of Social Development	<i>Better Later Life   He Oranga Kaumātua 2019-2034</i> (November 2019)	<i>Better Later Life Action Plan   He Oranga Kaumātua: Action plan 2021-2024</i> (September 2021) [From 2021 GDS Index]	The action plan outlines the actions that will be taken to support the strategy from 2021 to 2024 and is underpinned by the guiding principles of the strategy. As well as developing 25 new actions, the 10 initial actions identified in the strategy are carried forward.	GDS25-04
08	25. Ministry of Social Development	<i>Youth Plan Voice, Leadership, Action: Strategic framework</i> (August 2023)	<i>Youth Plan Voice, Leadership, Action: Rolling suite of actions</i> (August 2023)  <i>Youth Plan Voice, Leadership, Action: Youth plan measurement framework</i> (August 2023) [Addition to the 2023 GDS Index]	The action plan and the measurement framework were published alongside the strategy. The action plan sets out actions that directly relate to the two identified focus areas that underpin the vision of the strategy. The measurement framework provides monitoring and assessment of how the action plan contributes to the key outcomes of the strategy.	GDS25-12
09	26. Ministry of Transport	<i>Transport Evidence Base Strategy</i> (December 2019)	<i>Te Rautaki Whai-Taunakitanga Waka a Aotearoa – Transport Evidence Base Strategy Implementation Plan</i> (October 2022) [Addition to the 2023 GDS Index]	The action plan outlines a work programme to implement the high-priority initiatives that are identified in the strategy and sets out the actions that need to be taken to achieve the strategy's vision.	GDS26-02



Row	Department (number & name)	Overarching GDS	Merged with (GDS added to overarching GDS)	Reason for merging	Final 2024 GDS Index number
10	29. Oranga Tamariki – Ministry for Children	<i>Oranga Tamariki Action Plan 2022</i> (July 2022)	<i>Implementing the Oranga Tamariki Action Plan</i> (July 2022) [Addition to the 2023 GDS Index]	The implementation plan was published alongside the strategy and contains actions that directly relate to the six outcomes identified in the strategy.	GDS29-02
<b>Jointly held [3]</b>					
11	03. Department of Corrections, 19. Ministry of Education, 21. Ministry of Health, 23. Ministry of Justice, 24. Ministry of Māori Development – Te Puni Kōkiri, 25. Ministry of Social Development, 29. Oranga Tamariki – Ministry for Children and 30. Public Service Commission	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i> (December 2021)	<i>Action Plan for the National Strategy to Eliminate Family Violence and Sexual Violence</i> (December 2021) [Addition to the 2023 GDS Index]	The action plan was published alongside the strategy and contains actions that directly relate to the six focus areas identified in the strategy.	GDS03-03, GDS19-09, GDS21-15, GDS23-01, GDS24-02, GDS25-09 and GDS29-01
12	11. Ministry for Pacific Peoples and 22. Ministry of Housing and Urban Development	<i>Fale mo Aiga – Pacific Housing Strategy 2030</i> (November 2022)	<i>Fale mo Aiga – Pacific Housing Action Plan 2030</i> (November 2022) [Addition to the 2023 GDS Index]	The action plan was published alongside the strategy and contains short-, medium- to long-term and long-term actions and targets that directly relate to the four priority areas identified in the strategy.	GDS11-03 and GDS22-04
13	22. Ministry of Housing and Urban Development and 24. Ministry of Māori Development – Te Puni Kōkiri	<i>MAIHI Ka Ora: The national Māori housing strategy</i> [strategy] (December 2021)	<i>MAIHI Ka Ora: The national Māori housing strategy</i> [implementation plan] (March 2022) [Addition to the 2023 GDS Index]	The action plan was published alongside the strategy and contains actions that directly relate to the six priority areas identified in the strategy.	GDS22-03 and GDS24-03

**Notes to Table A5.1.**

- i This document was updated in December 2024, hence this is given as the publication date. It was first published in June 2023.
- ii The title of the overarching strategy document is *Public Housing Plan 2021–2024*. ‘[Updated to 2025]’ has been added to the final GDS title to account for the extended duration of the merged document.

# Appendix 6: Jointly held GDSs [27]

## Appendix 6: Jointly held GDSs [27]

Table A6.1 lists GDSs that are jointly held by two or more departments. Jointly held GDSs are listed under each department that holds them, so a GDS that is jointly held by four departments will appear in the GDS Index four times as four separate GDSs. This is to illustrate each department's ownership of the strategy and responsibility for its implementation.

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

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

**Table A6.1: Jointly held GDSs [27]**

Row	Publication date	GDS title	Department (number & name)	GDS number	Sector
01	June 2017	<i>Health Research Strategy</i>	16. Ministry of Business, Innovation and Employment	GDS16-05	Economic Development and Infrastructure Sector
02	June 2017	<i>Health Research Strategy</i>	21. Ministry of Health	GDS21-05	Health Sector
03	July 2017	<i>Mātauranga Whakauka Taiao   Environmental Education for Sustainability</i>	02. Department of Conservation	GDS02-03	Natural Resources Sector
04	July 2017	<i>Mātauranga Whakauka Taiao   Environmental Education for Sustainability</i>	14. Ministry for the Environment	GDS14-03	Natural Resources Sector
05	July 2017	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan</i>	02. Department of Conservation	GDS02-04	Natural Resources Sector
06	July 2017	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan</i>	12. Ministry for Primary Industries	GDS12-08	Natural Resources Sector
07	May 2020	<i>National Plan of Action – Seabirds 2020</i>	02. Department of Conservation	GDS02-11	Natural Resources Sector
08	May 2020	<i>National Plan of Action – Seabirds 2020</i>	12. Ministry for Primary Industries	GDS12-14	Natural Resources Sector
09	August 2020	<i>Te Kaweka Takohaka mō te Hoiho</i>	02. Department of Conservation	GDS02-14	Natural Resources Sector
10	August 2020	<i>Te Kaweka Takohaka mō te Hoiho</i>	12. Ministry for Primary Industries	GDS12-15	Natural Resources Sector
11	December 2021	<i>Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021–2030</i>	09. Land Information New Zealand	GDS09-05	Natural Resources Sector
12	December 2021	<i>Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021–2030</i>	20. Ministry of Foreign Affairs and Trade	GDS20-05	External Sector
13	December 2021	<i>Hector's and Māui Dolphin Threat Management Plan 2020</i>	02. Department of Conservation	GDS02-17	Natural Resources Sector
14	December 2021	<i>Hector's and Māui Dolphin Threat Management Plan 2020</i>	12. Ministry for Primary Industries	GDS12-16	Natural Resources Sector

Row	Publication date	GDS title	Department (number & name)	GDS number	Sector
15	December 2021	<i>MAIHI Ka Ora: The national Māori housing strategy</i>	22. Ministry of Housing and Urban Development	GDS22-03	Social Services and Community Sector
16	December 2021	<i>MAIHI Ka Ora: The national Māori housing strategy</i>	24. Ministry of Māori Development – Te Puni Kōkiri	GDS24-03	Māori Affairs Sector
17	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	03. Department of Corrections	GDS03-03	Justice Sector
18	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	19. Ministry of Education	GDS19-09	Education and Workforce Sector
19	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	21. Ministry of Health	GDS21-15	Health Sector
20	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	23. Ministry of Justice	GDS23-01	Justice Sector
21	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	24. Ministry of Māori Development – Te Puni Kōkiri	GDS24-02	Māori Affairs Sector
22	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	25. Ministry of Social Development	GDS25-09	Social Services and Community Sector
23	December 2021	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence</i>	29. Oranga Tamariki – Ministry for Children	GDS29-01	Social Services and Community Sector
24	November 2022	<i>Fale mo Aiga – Pacific Housing Strategy 2030</i>	11. Ministry for Pacific Peoples	GDS11-03	Social Services and Community Sector
25	November 2022	<i>Fale mo Aiga – Pacific Housing Strategy 2030</i>	22. Ministry of Housing and Urban Development	GDS22-04	Social Services and Community Sector
26	August 2024	<i>2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]</i>	05. Department of the Prime Minister and Cabinet	GDS05-05	Finance and Government Administration Sector
27	August 2024	<i>2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]</i>	16. Ministry of Business, Innovation and Employment	GDS16-15	Economic Development and Infrastructure Sector

# Appendix 7: GDSs in legislation [32]

## Appendix 7: GDSs in legislation [32]

Table A7.1: GDSs in legislation [32]

Row	Publication date	GDS number	Department (number & name)	GDS title	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
01	August 2015	GDS34-01	34. The Treasury	Thirty Year New Zealand Infrastructure Plan	Yes	-	New Zealand Infrastructure Commission/ Te Waihanga Act 2019, ss 12 and 13	Not cited
02	June 2017	GDS16-05	16. Ministry of Business, Innovation and Employment	Health Research Strategy	Yes	-	Health Research Council Act 1990, s 34(2)	Not cited
03	June 2017	GDS21-05	21. Ministry of Health	Health Research Strategy	Yes	-	Health Research Council Act 1990, s 34(2)	Not cited
04	December 2018	GDS16-06	16. Ministry of Business, Innovation and Employment	Health and Safety at Work Strategy 2018-2028	Yes	-	Health and Safety at Work Act 2015, s 195	Not cited
05	February 2019	GDS24-01	24. Ministry of Māori Development – Te Puni Kōkiri	Maihi Karauna: The Crown's strategy for Māori language revitalisation 2019-2023	Yes	-	Te Ture Mō Te Reo Māori 2016 – Māori Language Act 2016, s 10	Cited
06	April 2019	GDS05-01	05. Department of the Prime Minister and Cabinet	National Disaster Resilience Strategy / Rautaki ā-Motu Manawaroa Aituā	Yes	-	Civil Defence Emergency Management (CDEM) Act 2002, s 31	Cited
07	May 2019	GDS12-10	12. Ministry for Primary Industries	National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019	-	Yes	Fisheries Act 1996, s 11A	Cited
08	May 2019	GDS12-11	12. Ministry for Primary Industries	National Fisheries Plan for Highly Migratory Species	-	Yes	Fisheries Act 1996, s 11A	Cited
09	November 2020	GDS19-07	19. Ministry of Education	Statement of National Education and Learning Priorities	-	Yes	Education and Training Act 2020, s 5	Cited
10	November 2020	GDS19-08	19. Ministry of Education	Tertiary Education Strategy	Yes	-	Education and Training Act 2020, s 7	Cited
11	September 2021	GDS22-02	22. Ministry of Housing and Urban Development	Te Tauāki Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone Anō Hoki   Government Policy Statement on Housing and Urban Development	Yes	-	Kāinga Ora- Homes and Communities Act 2019, s 22	Cited

Row	Publication date	GDS number	Department (number & name)	GDS title	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
12	September 2021	GDS34-02	34. The Treasury	<i>He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing</i>	Yes	-	Public Finance Act 1989, ss 261–26N	Cited
13	October 2021	GDS03-01	03. Department of Corrections	<i>Our Alcohol and Other Drug Strategy 2021–2026</i>	Yes	-	Corrections Act 2004, s 123	Cited
14	May 2022	GDS14-05	14. Ministry for the Environment	<i>Aotearoa New Zealand's First Emissions Reduction Plan</i>	Yes	-	Climate Change Response Act 2002, ss 5ZG–5ZI	Cited
15	June 2022	GDS21-16	21. Ministry of Health	<i>Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25</i>	-	Yes	Gambling Act 2003, s 317	Cited
16	July 2022	GDS29-02	29. Oranga Tamariki – Ministry for Children	<i>Oranga Tamariki Action Plan 2022</i>	Yes	-	Children's Act 2014, s 8	Cited
17	August 2022	GDS14-06	14. Ministry for the Environment	<i>Aotearoa New Zealand's First National Adaptation Plan</i>	Yes	-	Climate Change Response Act 2002, ss 5ZS–5ZT	Cited
18	August 2022	GDS19-11	19. Ministry of Education	<i>International Education Strategy 2022–2030</i>	-	Yes	Education and Training Act 2020, s 8	Not cited
19	October 2022	GDS12-17	12. Ministry for Primary Industries	<i>National Inshore Finfish Fisheries Plan</i>	-	Yes	Fisheries Act 1996, s 11A	Cited
20	December 2022	GDS14-07	14. Ministry for the Environment	<i>Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants</i>	Yes	-	Hazardous Substances and New Organisms Act 1996, sch 1AA	Cited
21	July 2023	GDS21-20	21. Ministry of Health	<i>Health Strategy</i>	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 41	Cited
22	July 2023	GDS21-21	21. Ministry of Health	<i>Pae Tū – Hauora Māori Strategy</i>	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 42	Cited
23	July 2023	GDS21-22	21. Ministry of Health	<i>Provisional Health of Disabled People Strategy</i>	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 44	Cited
24	July 2023	GDS21-23	21. Ministry of Health	<i>Te Mana Ola – The Pacific Health Strategy</i>	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 43	Cited

Row	Publication date	GDS number	Department (number & name)	GDS title	Legislation			
					Mandatory (required)	Voluntary (may issue)	Act title and section	Cited or not cited in the GDS
25	July 2023	GDS21-24	21. Ministry of Health	Rural Health Strategy	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 46	Cited
26	July 2023	GDS21-25	21. Ministry of Health	Women's Health Strategy	Yes	-	Pae Ora (Healthy Futures) Act 2022, s 45	Cited
27	July 2023	GDS30-03	30. Public Service Commission	Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa   The Leadership Strategy for New Zealand's Public Service	Yes	-	Public Service Act 2020, s 61	Cited
28	June 2024	GDS26-04	26. Ministry of Transport	Government Policy Statement on Land Transport 2024/25-2033/34	Yes	-	Land Transport Management Act 2003, s 66	Cited
29	August 2024	GDS05-05	05. Department of the Prime Minister and Cabinet	2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]	-	Yes	Civil Defence Emergency Management Act 2002, s 9(3)	Cited
30	August 2024	GDS16-15	16. Ministry of Business, Innovation and Employment	2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]	-	Yes	Civil Defence Emergency Management Act 2002, s 9(3)	Cited
31	November 2024	GDS25-13	25. Ministry of Social Development	The Child and Youth Strategy 2024-2027	Yes	-	Children's Act 2014, ss 4 and 6	Cited
32	December 2024	GDS14-10	14. Ministry for the Environment	New Zealand's Second Emissions Reduction Plan 2026-30	Yes	-	Climate Change Response Act 2002, ss 5ZG-5Z1	Cited



**Appendix 8:  
GDSs archived between  
October 1994 and 31  
December 2024 [470]**

## Appendix 8: GDSs archived between October 1994 and 31 December 2024 [470]

Table A8.1 below lists all archived GDSs.

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

Occasionally a department fails to inform the Institute of an operational GDS until after the GDS has expired. In these situations the GDS is treated as both accepted and archived in the same GDS Index. This situation is recorded in the column titled 'Reason archived' as 'Accepted and archived'. This did not apply to any of the GDSs archived in the 2024 GDS Index.

**Table A8.1: GDSs archived between October 1994 and 31 December 2024 [470]**

Row	Department that archived the GDS	GDS title	Publication date
<b>2014 GDS Index:</b> GDSs archived as at 30 June 2014			
01	Department of Conservation	<i>Science Counts! National Strategic Science &amp; Research Portfolios, Programmes, Priority Actions</i>	NK 2001
02	Department of Conservation	<i>Science Counts! National Strategic Science &amp; Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond</i>	NK 2002
03	Department of Conservation	<i>Science Counts! National Strategic Science &amp; Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond</i>	NK 2003
04	Department of Conservation	<i>National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries</i> (jointly held by MPI and DOC)	April 2004
05	Department of Conservation	<i>Marine Mammal Action Plan for 2005-2010</i>	December 2004
06	Department of Corrections	<i>Pacific Strategy 2002-2005</i>	NK 2002
07	Department of Corrections	<i>Strategy to Reduce Drug and Alcohol Use by Offenders 2005-2008</i>	NK 2004
08	Department of Corrections	<i>Te Reo Strategy 2004-2008</i>	NK 2004
09	Department of Corrections	<i>Pacific Strategy 2005-2008</i>	NK 2005
10	Department of Corrections	<i>Justice Sector Information Strategy 2006-2011</i> (jointly held by MOJ and Corrections)	July 2006
11	Department of Corrections	<i>Prisoner Employment Strategy 2006-2009</i>	NK 2006
12	Department of Corrections	<i>Māori Strategic Plan 2008-2013</i>	June (approx) 2008
13	Department of Corrections	<i>Pacific Strategy 2008-2013</i>	June (approx) 2008
14	Department of Corrections	<i>Prisoner Skills &amp; Employment Strategy 2009-2012</i>	NK 2009
15	Department of Internal Affairs	<i>National Civil Defence Emergency Management Strategy - 2003-2006</i>	March 2004
16	Department of the Prime Minister and Cabinet	<i>Crime Prevention Strategy 1994</i>	October 1994
17	Department of the Prime Minister and Cabinet	<i>Growing an Innovative New Zealand</i>	February 2002

Row	Department that archived the GDS	GDS title	Publication date
18	Department of the Prime Minister and Cabinet	<i>Sustainable Development For New Zealand: Programme of action</i>	January 2003
19	Land Information New Zealand	<i>Geodetic Strategy 2003–2008</i>	April 2003
20	Land Information New Zealand	<i>Ross Sea Region: Strategy 2003–2012</i>	May 2003
21	Land Information New Zealand	<i>Topographic Information Strategy 2005–2010</i>	June 2005
22	Land Information New Zealand	<i>Future-proofing Core Survey and Title Paper Records: Strategy paper for the Minister for Land Information</i>	October 2007
23	Land Information New Zealand	<i>Biosecurity Strategy 2010–2013</i>	July 2010
24	Ministry for Culture and Heritage	<i>Building a Strong and Sustainable Public Broadcasting Environment for New Zealand: A programme of action</i>	NK 2005
25	Ministry for Culture and Heritage	<i>Digital Television Strategy</i>	November 2006
26	Ministry for Pacific Peoples	<i>Ala Fou – New Pathways: Strategic directions for Pacific youth in New Zealand</i>	NK 2003
27	Ministry for Pacific Peoples	<i>Pacific Economic Action Plan and Pacific Women’s Economic Development Plan</i>	NK 2005
28	Ministry for Pacific Peoples	<i>Pathways to Leadership: Goal 2010: A report on Pacific leadership in the public service</i>	NK 2006
29	Ministry for Pacific Peoples	<i>Auckland Pacific Strategy: Successful Pacific peoples 2009–2014</i>	NK 2009
30	Ministry for Pacific Peoples	<i>Career Futures for Pacific Peoples: A report on future labour market opportunities and education pathways for Pacific peoples</i>	October 2010
31	Ministry for Primary Industries [previously MAF]	<i>A Standard Setting Strategy for the Protection of New Zealand’s Forests and Trade in Their Products</i>	NK 1998
32	Ministry for Primary Industries [previously MAF]	<i>Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry (jointly held by MFE and MPI)</i>	May 2003
33	Ministry for Primary Industries [previously MAF]	<i>Tiakina Aotearoa, Protect New Zealand: The biosecurity strategy for New Zealand</i>	August 2003
34	Ministry for Primary Industries [previously MAF]	<i>A Pastoral Greenhouse Gas Research Strategy</i>	October 2003
35	Ministry for Primary Industries [previously MAF]	<i>National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries (jointly held by MPI and DOC)</i>	April 2004
36	Ministry for Primary Industries [previously MAF]	<i>Strategy for Managing the Environmental Effects of Fishing</i>	June 2005
37	Ministry for Primary Industries [previously MAF]	<i>Campylobacter in Poultry: Risk management strategy 2006–2009</i>	November 2006
38	Ministry for Primary Industries [previously MAF]	<i>Food Safety Authority Strategy for Involving Māori in Food Safety and Consumer Protection Issues</i>	April 2007

Row	Department that archived the GDS	GDS title	Publication date
39	Ministry for Primary Industries [previously MAF]	<i>Listeria Monocytogenes Risk Management Strategy 2008–2013</i>	July 2008
40	Ministry for Primary Industries [previously MAF]	<i>National Plan of Action for the Conservation and Management of Sharks</i>	October 2008
41	Ministry for Primary Industries [previously MAF]	<i>Campylobacter Risk Management Strategy 2008–2011</i>	December 2008
42	Ministry for Primary Industries [previously MAF]	<i>Salmonella Risk Management Strategy 2009–2012</i>	March 2009
43	Ministry for Primary Industries [previously MAF]	<i>Strategic Objectives in Codex 2010–2013</i>	NK 2010
44	Ministry for the Environment	<i>Environment 2010 Strategy: A statement of the government's strategy on the environment</i>	September 1995
45	Ministry for the Environment	<i>Sustainable Land Management: A strategy for New Zealand</i>	June 1996
46	Ministry for the Environment	<i>Learning to Care for Our Environment – Me Ako ki te Tiaki Taiao: A national strategy for environmental education</i>	June 1998
47	Ministry for the Environment	<i>National Energy Efficiency and Conservation Strategy: Towards a sustainable energy future</i>	September 2001
48	Ministry for the Environment	<i>Waste Strategy 2002</i>	March 2002
49	Ministry for the Environment	<i>Climate Change Research Strategy</i>	NK 2002
50	Ministry for the Environment	<i>Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry (jointly held by MFE and MPI)</i>	May 2003
51	Ministry for the Environment	<i>Strategy for Improving the Workability of Hazardous Substances Provisions of the Hazardous Substances and New Organisms Act</i>	June 2003
52	Ministry for the Environment	<i>The Water Programme of Action</i>	November 2003
53	Ministry for the Environment	<i>Climate Change Solutions: Whole of government climate change work programmes</i>	June 2006
54	Ministry for Women	<i>Action Plan for New Zealand Women</i>	March 2004
55	Ministry of Business, Innovation and Employment	<i>The Government's Strategy for Research, Science and Technology in New Zealand to the Year 2010</i>	August 1996
56	Ministry of Business, Innovation and Employment	<i>A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002 (jointly held by MBIE and TPK)</i>	NK 1999
57	Ministry of Business, Innovation and Employment	<i>Industry Development Strategy</i>	May 2000
58	Ministry of Business, Innovation and Employment	<i>Regional Development Strategy</i>	June 2000

Row	Department that archived the GDS	GDS title	Publication date
59	Ministry of Business, Innovation and Employment	<i>E-Commerce: Building the strategy for New Zealand</i>	November 2001
60	Ministry of Business, Innovation and Employment	<i>Tourism Strategy 2010</i>	NK 2001
61	Ministry of Business, Innovation and Employment	<i>Connecting Communities: A strategy for government support of community access to information and communications technology</i>	June 2002
62	Ministry of Business, Innovation and Employment	<i>Biotechnology Strategy: A foundation for development with care</i>	May 2003
63	Ministry of Business, Innovation and Employment	<i>A Future Together: The New Zealand settlement strategy in outline</i>	NK 2003
64	Ministry of Business, Innovation and Employment	<i>The Digital Strategy: Creating our digital future</i>	May 2005
65	Ministry of Business, Innovation and Employment	<i>Labour Market &amp; Employment Strategy: Better work, working better</i>	June 2005
66	Ministry of Business, Innovation and Employment	<i>Roadmaps for Science: Energy research</i>	December 2006
67	Ministry of Business, Innovation and Employment	<i>Roadmaps for Science: Nanoscience + nanotechnologies</i>	December 2006
68	Ministry of Business, Innovation and Employment	<i>Roadmaps for Science: Biotechnology research</i>	March 2007
69	Ministry of Business, Innovation and Employment	<i>Tourism Strategy 2015</i>	NK 2007
70	Ministry of Defence	<i>Defence Long-term Development Plan</i>	June 2002
71	Ministry of Defence	<i>The Defence Sustainability Initiative: Building a long-term future for the New Zealand Defence Force</i>	May 2005
72	Ministry of Defence	<i>Defence Long-term Development Plan 2006 Update</i>	October 2006
73	Ministry of Education	<i>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</i>	December 1996
74	Ministry of Education	<i>More Than Words: The New Zealand Adult Literacy Strategy – Kei tua atu i te kupu: Te mahere rautaki whiringa ako o Aotearoa</i>	May 2001
75	Ministry of Education	<i>Pasifika Education Plan 2001–2005</i>	NK 2001
76	Ministry of Education	<i>Pathways to the Future – Ngā Huarahi Arataki: A 10-year strategic plan for early childhood education 2002–2012</i>	September 2002
77	Ministry of Education	<i>Tertiary Education Strategy 2002–2007</i>	NK 2002
78	Ministry of Education	<i>The Adult ESOL Strategy</i>	May 2003
79	Ministry of Education	<i>Making a Bigger Difference for All Students – Hangaia he huarahi hei whakarewa aka I ngā tauira katoa: Schooling strategy 2005–2010</i>	June 2005
80	Ministry of Education	<i>Māori Education Strategy</i>	NK 2005

Row	Department that archived the GDS	GDS title	Publication date
81	Ministry of Education	<i>Pasifika Education Plan 2006–2010</i>	June 2006
82	Ministry of Education	<i>Tertiary Education Strategy 2007–12: Incorporating Statement of Tertiary Education Priorities 2008–10</i>	December 2006
83	Ministry of Education	<i>Better Outcomes for Children: An action plan for GSE 2006–2011</i>	NK 2006
84	Ministry of Education	<i>Enabling the 21st Century Learner: An e-learning action plan for schools 2006–2010</i>	NK 2006
85	Ministry of Education	<i>The Arts Strategy 2006–2008</i>	NK 2006
86	Ministry of Education	<i>International Education Agenda: A strategy for 2007–2012</i>	August 2007
87	Ministry of Education	<i>Pasifika Education Plan 2008–2012</i>	NK 2008
88	Ministry of Education	<i>ICT Strategic Framework for Education 2008–2012</i>	NK 2008
89	Ministry of Education	<i>Ka Hikitia – Managing for Success: Māori education strategy 2008–2012, updated 2009</i>	NK 2008
90	Ministry of Education	<i>Pasifika Education Plan 2009–2012</i>	NK 2009
91	Ministry of Education	<i>Tertiary Education Strategy 2010–15</i>	January 2010
92	Ministry of Education	<i>Education Agencies’ ICT Investment Framework: Strategy 2011–2014</i>	NK 2011
93	Ministry of Foreign Affairs and Trade	<i>Strategic Policy Framework for Relations Between NZAID and New Zealand NGOs</i>	August 2000
94	Ministry of Foreign Affairs and Trade	<i>Policy Statement: Towards a safe and just world free of poverty</i>	July 2002
95	Ministry of Foreign Affairs and Trade	<i>NZAID Human Rights Policy: Implementation plan of action 2004–09</i>	NK 2004
96	Ministry of Foreign Affairs and Trade	<i>Preventing Conflict and Building Peace</i>	February 2005
97	Ministry of Foreign Affairs and Trade	<i>Pacific Fisheries Strategy 2006–2010</i>	October 2006
98	Ministry of Foreign Affairs and Trade	<i>Pacific Strategy 2007–2015: Te Ara Tupu – The Pathway of Growth: Tackling poverty in our region</i>	NK 2007
99	Ministry of Health	<i>Te Ara Tohu: Strategic Management Plan for Māori Health 1994–1999</i>	NK 1995
100	Ministry of Health	<i>Moving Forward: The national mental health plan for more and better services</i>	July 1997
101	Ministry of Health	<i>In Our Hands: New Zealand youth suicide prevention strategy (jointly held by TPK and MOH)</i>	March 1998
102	Ministry of Health	<i>Kia Piki te Ora o te Taitamariki – Strengthening Youth Wellbeing: New Zealand youth suicide prevention strategy (jointly held by TPK and MOH)</i>	March 1998
103	Ministry of Health	<i>Child Health Strategy</i>	June 1998
104	Ministry of Health	<i>National Drug Policy 1998–2003</i>	June 1998
105	Ministry of Health	<i>National Alcohol Strategy 2000–2003</i>	March 2001
106	Ministry of Health	<i>Pacific Health and Disability Action Plan</i>	February 2002
107	Ministry of Health	<i>Te Puāwaitanga – Māori Mental Health National Strategic Framework</i>	April 2002
108	Ministry of Health	<i>He Korowai Oranga – Māori Health Strategy</i>	November 2002
109	Ministry of Health	<i>Building on Strengths: A new approach to promoting mental health in New Zealand/Aotearoa</i>	December 2002

Row	Department that archived the GDS	GDS title	Publication date
110	Ministry of Health	<i>Child Health Information Strategy</i>	April 2003
111	Ministry of Health	<i>Clinical Training Agency Strategic Intentions 2004–2013</i>	January 2004
112	Ministry of Health	<i>Clearing the Smoke: A five-year plan for tobacco control in New Zealand (2004–2009)</i>	September 2004
113	Ministry of Health	<i>Preventing and Minimising Gambling Harm: Strategic plan 2004–2010</i>	March 2005
114	Ministry of Health	<i>National Mental Health Information Strategy</i>	June 2005
115	Ministry of Health	<i>Te Tāhuhu – Improving Mental Health 2005–2015: The second New Zealand mental health and addiction plan</i>	June 2005
116	Ministry of Health	<i>Health Information Strategy for New Zealand 2005</i>	August 2005
117	Ministry of Health	<i>Pacific Provider Development Fund Purchasing Strategy 2005/06 to 2007/08</i>	October 2005
118	Ministry of Health	<i>Problem Gambling Research Programme 2005–2010</i>	NK 2005
119	Ministry of Health	<i>Te Puāwaiwhero – The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015</i>	July 2008
120	Ministry of Health	<i>National Strategic Plan of Action for Breastfeeding 2008–2012</i>	March 2009
121	Ministry of Health	<i>Ala Mo’ui – Pathways to Pacific Health and Wellbeing 2010–2014</i>	January 2010
122	Ministry of Health	<i>National Health IT Plan: Enabling an integrated healthcare model</i>	September 2010
123	Ministry of Justice	<i>Justice Sector Information Strategy 1996</i>	August 1996
124	Ministry of Justice	<i>Youth Offending Strategy: Preventing and reducing offending and re-offending by children and young people – Te Haonga (jointly held by MOJ and MSD)</i>	April 2002
125	Ministry of Justice	<i>Crime Reduction Strategy 2002</i>	NK 2002
126	Ministry of Justice	<i>Te Ara Hei Mua – The Pathway Forward 2003–2006</i>	June 2003
127	Ministry of Justice	<i>Safer Communities: Action plan to reduce community violence &amp; sexual violence</i>	June 2004
128	Ministry of Justice	<i>Justice Sector Information Strategy 2006–2011 (jointly held by MOJ and Corrections)</i>	July 2006
129	Ministry of Justice	<i>Organised Crime Strategy: Developing a whole of government approach to combat organised crime</i>	March 2008
130	Ministry of Justice	<i>STOP Strategy: A strategy for change 2008–2011</i>	September 2008
131	Ministry of Māori Development – Te Puni Kōkiri	<i>In Our Hands: New Zealand youth suicide prevention strategy (jointly held by TPK and MOH)</i>	March 1998
132	Ministry of Māori Development – Te Puni Kōkiri	<i>Kia Piki te Ora o te Taitamariki – Strengthening Youth Wellbeing: New Zealand youth suicide prevention strategy (jointly held by TPK and MOH)</i>	March 1998
133	Ministry of Māori Development – Te Puni Kōkiri	<i>A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002 (jointly held by MBIE and TPK)</i>	NK 1999
134	Ministry of Māori Development – Te Puni Kōkiri	<i>Te Rautaki Reo Māori – The Māori Language Strategy 2014</i>	June 2003
135	Ministry of Social Development	<i>Te Punga – Our Bicultural Strategy for the Nineties</i>	Late, 1994
136	Ministry of Social Development	<i>Opportunity, Capacity, Participation: Government employment strategy 2000</i>	September 2000

Row	Department that archived the GDS	GDS title	Publication date
137	Ministry of Social Development	<i>Pathways to Opportunity – Ngā ara whai oranga: From social welfare to social development</i>	June 2001
138	Ministry of Social Development	<i>Te Rito – New Zealand Family Violence Prevention Strategy</i>	February 2002
139	Ministry of Social Development	<i>Youth Offending Strategy: Preventing and reducing offending and re-offending by children and young people – Te Haonga (jointly held by MOJ and MSD)</i>	April 2002
140	Ministry of Social Development	<i>New Zealand’s Agenda for Children: Making life better for children</i>	June 2002
141	Ministry of Social Development	<i>Pacific Strategy 2002</i>	NK 2002
142	Ministry of Social Development	<i>Care and Protection Blueprint 2003</i>	NK 2003
143	Ministry of Social Development	<i>Pacific Youth Development Strategy: Deliver positive life-change and affirmation for all Pacific youth in Auckland</i>	June 2005
144	Ministry of Social Development	<i>Pate, Lali, Nafa – Strategy for Pacific Islands Employment and Service Delivery</i>	NK 2006
145	Ministry of Social Development	<i>Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand carers’ strategy and five-year action plan 2008</i>	April 2008
146	Ministry of Transport	<i>Transport Strategy 2002</i>	December 2002
147	Ministry of Transport	<i>Road Safety to 2010</i>	October 2003
148	Ministry of Transport	<i>Getting There – On Foot, by Cycle: A strategy to advance walking and cycling in New Zealand transport</i>	February 2005
149	Ministry of Transport	<i>National Rail Strategy to 2015</i>	May 2005
150	Ministry of Transport	<i>Transport Research Strategy 2007</i>	May 2007
151	Ministry of Transport	<i>Driver Fatigue Strategy: An inter-agency strategy to combat driver fatigue</i>	December 2007
152	Ministry of Transport	<i>Sea Change: Transforming coastal shipping in New Zealand: A strategy for domestic sea freight: May 2008</i>	May 2008
153	Ministry of Transport	<i>Government Policy Statement on Land Transport Funding 2009/10–2018/19</i>	August 2008
154	Ministry of Transport	<i>Transport Strategy 2008</i>	NK 2008
155	Ministry of Transport	<i>Safer Journeys Action Plan 2011–2012</i>	May 2011
156	New Zealand Customs Service	<i>International Strategy 2002–2004</i>	March 2002
157	Public Service Commission	<i>Enabling Transformation: A strategy for e-government 2006</i>	November 2006
158	Statistics New Zealand	<i>Strategic Directions: 2002 and beyond</i>	April 2002
159	The Treasury	<i>Strategic Plan 1999–2004</i>	March 1999
160	The Treasury	<i>Strategic Direction Summary 2004</i>	NK 2004
161	The Treasury	<i>Long-term Fiscal Position</i>	June 2006
162	The Treasury	<i>Stepping Up</i>	November 2006
<b>2015 GDS Index:</b> GDSs archived as at 30 June 2015			
163	Department of Corrections	<i>Drug and Alcohol Strategy 2009–2014</i>	July (approx), 2009



Row	Department that archived the GDS	GDS title	Publication date
164	Department of Internal Affairs	<i>New Generation National Library: Strategic directions to 2017</i>	NK 2007
165	Land Information New Zealand	<i>Geodetic Physical Infrastructure Strategy</i>	September 2012
166	Land Information New Zealand	<i>Power of 'Where' Drives New Zealand's Success</i>	November 2013
167	Ministry for Culture and Heritage	<i>New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015</i>	September 2008
168	Ministry for Primary Industries	<i>Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of action: A partnership approach</i>	September 2007
169	Ministry for the Environment	<i>Packaging Accord 2004</i>	July 2004
170	Ministry for the Environment	<i>Meeting the Challenges of Future Flooding in New Zealand</i>	August 2008
171	Ministry of Business, Innovation and Employment	<i>Energy Strategy to 2050: Powering our future: Towards a sustainable low emissions energy system</i>	October 2007
172	Ministry of Business, Innovation and Employment	<i>Our Future Together: New Zealand settlement strategy</i>	NK 2007
173	Ministry of Defence	<i>Defence Capability Plan 2011</i>	September 2011
174	Ministry of Health	<i>Disability Support Services Strategic Plan 2010 to 2014: Towards a more flexible disability support system: Nothing for us without us</i>	March 2012
175	Ministry of Social Development	<i>Strengthening Families for Well-being: From Welfare to Well-being – Mai i te toko i te ora ki te oranga: 5th Edition 1998</i>	NK 1998
176	The Treasury	<i>National Infrastructure Plan</i>	July 2011
<b>2018 GDS Index: GDSs archived as at 31 December 2018</b>			
177	Canterbury Earthquake Recovery Authority Note: No longer in existence	<i>Recovery Strategy for Greater Christchurch – Mahere Haumanutanga o Waitaha</i>	May 2012
178	Canterbury Earthquake Recovery Authority Note: No longer in existence	<i>Community in Mind, Hei Puāwai Waitaha – a flourishing Waitaha: Strategy for rebuilding health and wellbeing in greater Christchurch</i>	June 2014
179	Department of Conservation	<i>Marine Protected Areas: Policy and implementation plan (jointly held by MPI and DOC)</i>	December 2005
180	Department of Conservation	<i>Sea Lion Species Management Plan: 2009-2014</i>	July 2009
181	Department of Conservation	<i>Rena: Long-term environmental recovery plan (jointly held by DOC, MFE, MPI and MOT)</i>	December 2011
182	Department of Conservation	<i>Science Counts! The Department of Conservation's strategic science and research priorities 2011-2016</i>	June 2011
183	Department of Corrections	<i>Creating Lasting Change: Strategy 2011-2015</i>	NK 2011
184	Department of Corrections	<i>Youth Strategy: Reducing re-offending by young people</i>	November 2013
185	Department of Corrections	<i>RR25%: Reducing re-offending strategy 2014-2017</i>	November 2014

Row	Department that archived the GDS	GDS title	Publication date
186	Department of Internal Affairs	<i>Government ICT Strategy and Action Plan to 2017</i>	June 2013
187	Department of Internal Affairs	<i>Result 10 Blueprint: A strategy for digital public services</i>	June 2014
188	Department of Internal Affairs	<i>Government ICT Strategy 2015</i>	October 2015
189	Department of Internal Affairs	<i>A Dynamic, Integrated Programme of Work to Deliver the Government ICT Strategy</i>	June 2016
190	Department of the Prime Minister and Cabinet	<i>Tackling Methamphetamine: An action plan</i>	October 2009
191	Department of the Prime Minister and Cabinet	<i>Cyber Security Strategy 2011</i>	June 2011
192	Department of the Prime Minister and Cabinet	<i>Measures to Improve Youth Mental Health</i>	June 2012
193	Land Information New Zealand	<i>Geospatial Strategy 2007</i>	January 2007
194	Land Information New Zealand	<i>He Whāriki Maurua – Business with Māori Strategy 2013–2016</i>	June 2013
195	Land Information New Zealand	<i>Strategic Plan 2015</i>	December 2015
196	Ministry for Primary Industries	<i>Marine Protected Areas: Policy and implementation plan (jointly held by MPI and DOC)</i>	December 2005
197	Ministry for Primary Industries	<i>Fisheries 2030: New Zealanders maximising benefits from the use of fisheries within environmental limits</i>	September 2009
198	Ministry for Primary Industries	<i>National Fisheries Plan for Deepwater and Middle-depth Fisheries</i>	NK 2010
199	Ministry for Primary Industries	<i>National Fisheries Plan for Highly Migratory Species (HMS) 2010–2015</i>	NK 2010
200	Ministry for Primary Industries	<i>Pest Management National Plan of Action</i>	February 2011
201	Ministry for Primary Industries	<i>Draft National Fisheries Plan for Freshwater</i>	July 2011
202	Ministry for Primary Industries	<i>Draft National Fisheries Plan for Inshore Finfish</i>	July 2011
203	Ministry for Primary Industries	<i>Draft National Fisheries Plan for Inshore Shellfish</i>	July 2011
204	Ministry for Primary Industries	<i>Our Strategy 2030: Growing and protecting New Zealand</i>	July 2011
205	Ministry for Primary Industries	<i>Rena: Long-term environmental recovery plan (jointly held by DOC, MFE, MPI and MOT)</i>	December 2011
206	Ministry for Primary Industries	<i>Future Directions for the Border Sector</i>	February 2012
207	Ministry for Primary Industries	<i>Freshwater Reform: 2013 and beyond (jointly held by MFE and MPI)</i>	March 2013
208	Ministry for Primary Industries	<i>National Plan of Action – 2013: To reduce the incidental catch of seabirds in New Zealand fisheries</i>	April 2013
209	Ministry for Primary Industries	<i>Campylobacter Risk Management Strategy</i>	July 2013

Row	Department that archived the GDS	GDS title	Publication date
210	Ministry for Primary Industries	<i>Listeria Risk Management Strategy</i>	July 2013
211	Ministry for Primary Industries	<i>Salmonella Risk Management Strategy</i>	July 2013
212	Ministry for Primary Industries	<i>National Plan of Action for the Conservation and Management of Sharks 2013</i>	January 2014
213	Ministry for the Environment	<i>Water Research Strategy</i>	December 2009
214	Ministry for the Environment	<i>Rena: Long-term environmental recovery plan</i> (jointly held by DOC, MFE, MPI and MOT)	December 2011
215	Ministry for the Environment	<i>Freshwater Reform: 2013 and beyond</i> (jointly held by MFE and MPI)	March 2013
216	Ministry for the Environment	<i>Framework for Environmental Reporting in New Zealand</i>	February 2014
217	Ministry of Business, Innovation and Employment	<i>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</i>	June 2005
218	Ministry of Business, Innovation and Employment	<i>Migrant Settlement and Integration Strategy</i>	March 2014
219	Ministry of Business, Innovation and Employment	<i>Tertiary Education Strategy 2014</i> (jointly held by MBIE and MOE then solely MOE). It was replaced by the <i>Tertiary Education Strategy 2014–2019</i> , which was later replaced by the <i>Tertiary Education Strategy</i> .	March 2014
220	Ministry of Business, Innovation and Employment	<i>Better Public Services Result 9: Improving business' interactions with government</i>	July 2014
221	Ministry of Business, Innovation and Employment	<i>Business Growth Agenda: Future direction 2014</i>	NK 2014
222	Ministry of Business, Innovation and Employment	<i>Business Growth Agenda: Towards 2025</i>	September 2015
223	Ministry of Defence	<i>Defence White Paper 2010</i>	November 2010
224	Ministry of Education	<i>Success for All: Every school, every child: Building an inclusive education system</i>	NK 2010
225	Ministry of Education	<i>Leadership Statement for International Education</i>	September 2011
226	Ministry of Education	<i>School Property Strategy 2011–2021</i> (jointly held by MOE and MBIE)	NK 2011
227	Ministry of Foreign Affairs and Trade	<i>Latin America: A revised approach</i>	May 2010
228	Ministry of Foreign Affairs and Trade	<i>Opening Doors to India: New Zealand's 2015 vision</i>	October 2011
229	Ministry of Foreign Affairs and Trade	<i>International Development Group Strategic Plan 2012–2015: Development that delivers</i>	September 2012
230	Ministry of Foreign Affairs and Trade	<i>Opening Doors to the Gulf Region: The New Zealand Inc strategy</i>	July 2013
231	Ministry of Foreign Affairs and Trade	<i>New Zealand Aid Programme Strategic Plan 2015–19</i>	September 2015

Row	Department that archived the GDS	GDS title	Publication date
232	Ministry of Foreign Affairs and Trade	<i>New Zealand Aid Programme Investment Priorities 2015–19</i>	February 2016
233	Ministry of Health	<i>Health Strategy 2000</i>	December 2000
234	Ministry of Health	<i>Disability Strategy 2001</i>	April 2001
235	Ministry of Health	<i>National Drug Policy 2007–2012</i>	NK 2007
236	Ministry of Health	<i>National Health Emergency Plan 2008</i>	December 2008
237	Ministry of Health	<i>Actioning Medicines New Zealand 2010</i>	April 2010
238	Ministry of Health	<i>Preventing and Minimising Gambling Harm [Six-year strategic plan]</i>	May 2010
239	Ministry of Health	<i>National Screening Unit Strategic Plan 2010–2015</i>	June 2010
240	Ministry of Health	<i>Better, Sooner, More Convenient Health Care in the Community</i>	June 2011
241	Ministry of Health	<i>National Health Emergency Plan: Mass casualty action plan</i>	September 2011
242	Ministry of Health	<i>Preventing and Minimising Gambling Harm [Three-year service plan and levy rates]</i>	May 2013
243	Ministry of Health	<i>National Health Emergency Plan: H5N1 Pre-Pandemic Vaccine Usage Policy (Revised 2013)</i>	December 2013
244	Ministry of Health	<i>National Health Emergency Plan: National reserve supplies management and usage policies, 3rd Edition</i>	December 2013
245	Ministry of Health	<i>Faiva Ora National Pasifika Disability Plan</i>	January 2014
246	Ministry of Justice	<i>Strengthening New Zealand’s Resistance to Organised Crime: An all-of-government response 2011</i>	August 2011
247	Ministry of Justice	<i>Delivering Better Public Services: Reducing crime and re-offending result action plan</i>	July 2012
248	Ministry of Social Development	<i>Pathways to Inclusion – Ngā ara whakauru ki te iwi whānui: Improving vocational services for people with disabilities</i>	September 2001
249	Ministry of Social Development	<i>Delivering Better Public Services: Reducing long-term welfare dependence: Result action plan</i>	August 2012
250	Ministry of Social Development	<i>Community Investment Strategy</i>	June 2015
251	Ministry of Transport	<i>Government Policy Statement on Land Transport Funding 2012/13–2021/22</i>	July 2011
252	Ministry of Transport	<i>Connecting New Zealand: A summary of the government’s policy direction for transport</i>	August 2011
253	Ministry of Transport	<i>Rena: Long-term environmental recovery plan (jointly held by DOC, MFE, MPI and MOT)</i>	December 2011
254	Ministry of Transport	<i>Safer Journeys Action Plan 2013–2015</i>	March 2013
255	Ministry of Transport	<i>Government Policy Statement on Land Transport 2015/16 – 2024–25</i>	December 2014
256	New Zealand Customs Service	<i>Towards Customs 2020</i>	September 2013
257	New Zealand Customs Service	<i>Customs IS Strategy 2014–2017</i>	December 2014
258	Oranga Tamariki - Ministry for Children	<i>Delivering Better Public Services: Supporting vulnerable children: Result action plan</i>	August 2012
259	Public Service Commission	<i>Direction and Priorities for System Stewardship</i>	May 2016

Row	Department that archived the GDS	GDS title	Publication date
260	Statistics New Zealand	<i>Strategic Plan 2010–20</i>	September 2010
261	The Treasury	<i>Challenges and Choices: New Zealand’s long-term fiscal statement 2009</i>	October 2009
262	The Treasury	<i>Affording Our Future: Statement on New Zealand’s long-term fiscal position</i>	July 2013
263	The Treasury	<i>Investment Statement: Managing the Crown’s balance sheet 2014</i>	March 2014
<b>2020 GDS Index: GDSs archived as at 31 December 2020</b>			
264	Department of Conservation	<i>Biodiversity Strategy (2000)</i>	February 2000
265	Department of Corrections	<i>Reducing Re-offending Among Māori</i>	March 2017
266	Department of the Prime Minister and Cabinet	<i>Cyber Security Strategy 2015</i>	December 2015
267	Education Review Office	<i>Pacific Strategy 2013-2017</i>	January 2013
268	Ministry for Culture and Heritage	<i>Cultural Sector Strategic Framework 2014-2018</i>	August 2014
269	Ministry for Primary Industries	<i>Campylobacter Risk Management Strategy 2017-2020</i>	May 2017
270	Ministry for Primary Industries	<i>Growing and Protecting New Zealand</i>	July 2017
271	Ministry of Business, Innovation and Employment	<i>Tourism Strategy 2016</i>	August 2016
272	Ministry of Defence	<i>Defence Capability Plan 2014</i>	June 2014
273	Ministry of Education	<i>Pasifika Education Plan</i>	November 2012
274	Ministry of Education	<i>Tau Mai Te Reo – The Māori Language in Education Strategy 2013-2017</i>	June 2013
275	Ministry of Education	<i>Ka Hikitia – Accelerating Success: The Māori education strategy 2013-2017</i>	July 2013
276	Ministry of Education	<i>Tertiary Education Strategy 2014-2019</i>	March 2014
277	Ministry of Foreign Affairs and Trade	<i>International Development Policy Statement</i>	March 2011
278	Ministry of Health	<i>National Drug Policy 2015-2020</i>	August 2015
279	Ministry of Health	<i>Strategy to Prevent and Minimise Gambling Harm 2016/17-2018/19</i>	May 2016
280	Ministry of Māori Development – Te Puni Kōkiri	<i>Te Rautaki Reo Māori – Māori Language Strategy 2014</i>	July 2014
281	Ministry of Social Development	<i>Positive Ageing Strategy</i>	April 2001
282	Ministry of Social Development	<i>Disability Action Plan 2014-2018</i>	May 2014
283	Ministry of Social Development	<i>Youth Investment Strategy</i>	September 2017
284	Ministry of Transport	<i>Safer Journeys: Road Safety Strategy 2010–2020</i>	March 2010

Row	Department that archived the GDS	GDS title	Publication date
285	Ministry of Transport	<i>Intelligent Transport Systems Technology Action Plan 2014-2018</i>	May 2014
286	Ministry of Transport	<i>Safer Journeys: Action Plan 2016-2020</i>	March 2016
287	Ministry of Transport	<i>Transport Research Strategy</i>	July 2016
288	New Zealand Customs Service	<i>Customs 2020</i>	September 2015
<b>2021 GDS Index: GDSs archived as at 31 December 2021</b>			
289	Department of Conservation	<i>Hector's and Maui's Dolphin Threat Management Plan</i>	August 2007
290	Department of Conservation	<i>Information Systems Strategic Plan</i>	April 2015
291	Department of Corrections	<i>Our Drug and Alcohol Strategy Through to 2020</i>	March 2016
292	Department of Corrections	<i>Health and Safety Strategy 2016-2020</i>	May 2016
293	Department of Corrections	<i>Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou – Women's Strategy</i>	June 2017
294	Department of the Prime Minister and Cabinet	<i>National Civil Defence Emergency Management Strategy</i>	March 2008
295	Government Communications Security Bureau	<i>Diversity and Inclusion Strategy 2017-2020</i> (jointly held by GCSB and NZSIS)	April 2018
296	Land Information New Zealand	<i>Outcomes Framework</i>	December 2017
297	Ministry for Pacific Peoples	<i>Pacific Languages Framework</i>	October 2012
298	Ministry for Primary Industries	<i>Cadmium and New Zealand Agriculture and Horticulture</i>	February 2011
299	Ministry for the Environment	<i>Hitting the Mark – Our Strategic Plan to 2045</i>	December 2015
300	Ministry of Business, Innovation and Employment	<i>Oil Emergency Response Strategy</i>	July 2008
301	Ministry of Business, Innovation and Employment	<i>Plan of Action to Prevent People Trafficking</i>	July 2009
302	Ministry of Business, Innovation and Employment	<i>Energy Efficiency and Conservation Strategy 2011-2016</i>	NK 2011
303	Ministry of Business, Innovation and Employment	<i>Investment Attraction Strategy</i>	July 2015
304	Ministry of Business, Innovation and Employment	<i>From the Knowledge Wave to the Digital Age – Mai I Te Ao Mātauranga Ki Te Ao Matihiko Nei</i>	July 2019
305	Ministry of Defence	<i>Defence Capability Plan 2016</i>	November 2016
306	Ministry of Foreign Affairs and Trade	<i>Antarctic and Southern Ocean Science</i>	April 2011
307	Ministry of Health	<i>Sexual and Reproductive Health Strategy (1996)</i>	May 1996

Row	Department that archived the GDS	GDS title	Publication date
308	Ministry of Health	<i>Sexual and Reproductive Health Strategy (2001)</i>	October 2001
309	Ministry of Health	<i>Influenza Pandemic Action Plan 2010</i>	April 2010
310	Ministry of Health	<i>Whāia Te Ao Mārama 2012 to 2017 – The Māori Disability Action Plan</i>	August 2012
311	Ministry of Health	<i>Kaiāwhina Workforce Action Plan 2015-20</i>	July 2015
312	Ministry of Housing and Urban Development	<i>Public Housing Plan 2018-2022</i>	August 2018
313	Ministry of Māori Development – Te Puni Kōkiri	<i>Māori Housing Network Investment Strategy (2015)</i>	October 2015
314	Ministry of Social Development	<i>E Tu Whānau Programme of Action for Addressing Family Violence 2013 – 2018</i>	February 2013
315	Ministry of Social Development	<i>Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa</i>	February 2014
316	Ministry of Social Development	<i>Social Housing Investment Strategy 2017/18</i>	August 2017
317	Ministry of Social Development	<i>Elder Abuse in Aotearoa 2019</i>	December 2019
318	Ministry of Transport	<i>Transport Domain Plan</i>	July 2016
319	Ministry of Transport	<i>Government Policy Statement on Land Transport 2018/19–2027/28</i>	June 2018
320	New Zealand Customs Service	<i>Diversity and Inclusion (2017)</i>	December 2017
321	New Zealand Security Intelligence Service	<i>Diversity and Inclusion Strategy (2018)</i> (jointly held by GCSB and NZSIS)	April 2018
322	Statistics New Zealand	<i>2018 Census Strategy</i>	September 2016
323	Statistics New Zealand	<i>2018 Census Data Quality Management Strategy</i>	July 2017
324	Statistics New Zealand	<i>Open Data Action Plan</i>	July 2017
325	Statistics New Zealand	<i>Empowering Agencies to Use Data More Effectively</i>	March 2018
326	Statistics New Zealand	<i>Data Strategy and Roadmap For New Zealand</i>	October 2018
327	The Treasury	<i>He Tirohanga Mokopuna – Statement on the Long-term Fiscal Position (2016)</i>	November 2016
<b>2023 GDS Index: GDSs archived as at 31 December 2023</b>			
328	Department of Conservation	<i>National Education Strategy 2010–2030</i>	March 2011
329	Department of Conservation	<i>Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons</i>	March 2021
330	Department of Corrections	<i>National Historic Heritage Strategy 2013</i>	October–December 2013
331	Department of Corrections	<i>Change Lives Shape Futures: Investing in better mental health for offenders</i>	March 2017
332	Department of Internal Affairs	<i>National Library of New Zealand Digitisation Plan 2019–2022</i>	August 2019
333	Department of Internal Affairs	<i>Three Waters Reform Programme</i>	July 2020

Row	Department that archived the GDS	GDS title	Publication date
334	Department of the Prime Minister and Cabinet	<i>Countering Terrorism and Violent Extremism: National strategy overview</i>	February 2020
335	Government Communications Security Bureau	<i>Diversity and Inclusion Strategy 2021–2025</i> (jointly held by GCSB and NZSIS)	July 2021
336	Inland Revenue Department	<i>Our Corporate Strategy – Customer</i>	May–September 2016
337	Land Information New Zealand	<i>He Whāriki Maurua – Business with Māori Strategy 2013–2017</i>	September 2014
338	Land Information New Zealand	<i>Topographic Strategy</i>	March 2015
339	Land Information New Zealand	<i>Crown Property Strategy</i>	June 2018
340	Ministry for Primary Industries	<i>Aquaculture Strategy and Five-year Action Plan to Support Aquaculture</i>	April 2012
341	Ministry for Primary Industries	<i>Essential Freshwater</i> (jointly held by MPI and MFE)	October 2018
342	Ministry for Primary Industries	<i>Food Safety 2019–2024</i>	November 2019
343	Ministry for the Environment	<i>National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants</i>	December 2006
344	Ministry for the Environment	<i>Waste Strategy</i>	October 2010
345	Ministry for the Environment	<i>Essential Freshwater</i> (jointly held by MPI and MFE)	October 2018
346	Ministry for the Environment	<i>Shared Interests in Freshwater</i>	October 2018
347	Ministry for the Environment	<i>Sustainability Strategy</i>	July 2020
348	Ministry of Business, Innovation and Employment	<i>Energy Strategy 2011–2021</i>	August 2011
349	Ministry of Business, Innovation and Employment	<i>Major Events Strategy: Investing in world class events</i>	NK 2013
350	Ministry of Business, Innovation and Employment	<i>Pacific Economic Strategy 2015–2021</i>	August 2015
351	Ministry of Business, Innovation and Employment	<i>Energy Efficiency and Conservation Strategy 2017–2022</i>	June 2017
352	Ministry of Business, Innovation and Employment	<i>Government Tourism Strategy</i> (jointly held by DOC and MBIE)	May 2019
353	Ministry of Business, Innovation and Employment	<i>Small Business Strategy</i>	July 2019
354	Ministry of Business, Innovation and Employment	<i>Our Employment Strategy</i>	August 2019



Row	Department that archived the GDS	GDS title	Publication date
355	Ministry of Business, Innovation and Employment	<i>Economic Plan for a Productive, Sustainable and Inclusive Economy</i>	September 2019
356	Ministry of Business, Innovation and Employment	<i>Responsibly Delivering Value: A minerals and petroleum resource strategy for Aotearoa New Zealand 2019–2029</i>	November 2019
357	Ministry of Business, Innovation and Employment	<i>Agritech Industry Transformation Plan</i>	July 2020
358	Ministry of Business, Innovation and Employment	<i>Advanced Manufacturing ITP Scope</i>	July 2021
359	Ministry of Business, Innovation and Employment	<i>Antarctic and Southern Ocean Research Directions and Priorities 2021–2030</i> (jointly held by LINZ, MPI, MBIE and MFAT)	December 2021
360	Ministry of Business, Innovation and Employment	<i>Advanced Manufacturing Industry Transformation Plan*</i>	March 2023
361	Ministry of Business, Innovation and Employment	<i>He Mahere Tiaki Kaimahi – Better Work Action Plan*</i>	March 2023
362	Ministry of Business, Innovation and Employment	<i>Agritech Industry Transformation Plan*</i>	June 2023
363	Ministry of Business, Innovation and Employment	<i>Our Economic Plan*</i>	NK
364	Ministry of Defence	<i>Defence White Paper 2016</i>	June 2016
365	Ministry of Defence	<i>Strategic Defence Policy Statement 2018</i>	July 2018
366	Ministry of Education	<i>International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030</i>	August 2018
367	Ministry of Education	<i>Mahi Aroha – Carers’ Strategy Action Plan 2019–2023</i> (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
368	Ministry of Education	<i>Action Plan for Pacific Education 2020–2030</i>	July 2020
369	Ministry of Foreign Affairs and Trade	<i>Opening Doors to China: New Zealand’s 2015 vision</i>	February 2012
370	Ministry of Foreign Affairs and Trade	<i>ASEAN Partnership: One pathway to ten nations</i>	July 2013
371	Ministry of Foreign Affairs and Trade	<i>Advancing with Australia: New Zealand Inc Australia strategy</i>	NK 2013
372	Ministry of Foreign Affairs and Trade	<i>Our People Strategy</i>	July 2017
373	Ministry of Foreign Affairs and Trade	<i>Diversity and Inclusion Strategy 2018–2028</i>	June 2018
374	Ministry of Foreign Affairs and Trade	<i>Trade Recovery Strategy</i>	June 2020
375	Ministry of Health	<i>Reduced Waiting Times for Public Hospital Elective Services</i>	March 2000
376	Ministry of Health	<i>Primary Health Care Strategy</i>	February 2001
377	Ministry of Health	<i>Health of Older People Strategy</i>	April 2002
378	Ministry of Health	<i>Youth Health: A guide to action</i>	September 2002

Row	Department that archived the GDS	GDS title	Publication date
379	Ministry of Health	<i>Suicide Prevention Strategy 2006–2016</i>	June 2006
380	Ministry of Health	<i>Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017</i>	December 2012
381	Ministry of Health	<i>Suicide Prevention Action Plan 2013–2016</i>	May 2013
382	Ministry of Health	<i>National Health Information Technology Plan Update 2013/14</i>	November 2013
383	Ministry of Health	<i>'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2014–2018</i>	June 2014
384	Ministry of Health	<i>Disability Support Services Strategic Plan 2014–2018</i>	June 2015
385	Ministry of Health	<i>Health Strategy 2016</i>	April 2016
386	Ministry of Health	<i>Pharmacy Action Plan 2016 to 2020</i>	May 2016
387	Ministry of Health	<i>Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22</i>	June 2019
388	Ministry of Health	<i>Mahi Aroha – Carers' Strategy Action Plan 2019–2023</i> (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
389	Ministry of Health	<i>Tā Tātau Rautaki – Our Strategy</i>	October 2020
390	Ministry of Housing and Urban Development	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021–2051</i> (jointly held by HUD and TPK)	September 2021
391	Ministry of Justice	<i>Our Māori Strategy – Te Haerenga</i>	September 2017
392	Ministry of Māori Development – Te Puni Kōkiri	<i>Mahi Aroha – Carers' Strategy Action Plan 2019–2023</i> (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
393	Ministry of Māori Development – Te Puni Kōkiri	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021–2051</i> (jointly held by HUD and TPK)	September 2021
394	Ministry of Māori Development – Te Puni Kōkiri	<i>Māori Housing Investment Strategy 2018–19 to 2020–21</i>	NK 2018
395	Ministry of Social Development	<i>Youth Development Strategy Aotearoa</i>	January 2002
396	Ministry of Social Development	<i>Employment and Social Outcomes Investment Strategy</i>	October 2018
397	Ministry of Social Development	<i>Mahi Aroha – Carers' Strategy Action Plan 2019–2023</i> (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
398	Ministry of Social Development	<i>Youth Plan 2020–2022</i>	July 2020
399	Ministry of Social Development	<i>Social Sector Commissioning</i>	August 2020
400	New Zealand Security Intelligence Service	<i>Diversity and Inclusion Strategy 2021–2025</i> (jointly held by GCSB and NZSIS)	July 2021
401	Oranga Tamariki - Ministry for Children	<i>Children's Action Plan</i>	October 2012
402	Oranga Tamariki - Ministry for Children	<i>Youth Justice Work Programme 2013–2023</i> (previously called Youth Crime Action Plan)	October 2013
403	Oranga Tamariki - Ministry for Children	<i>Mahi Aroha – Carers' Strategy Action Plan 2019–2023</i> (jointly held by MOE, MOH, TPK, MSD and OT)	December 2019
404	Public Service Commission	<i>Leadership Strategy for the State Services</i>	November 2013

Row	Department that archived the GDS	GDS title	Publication date
405	Public Service Commission	<i>Open Government Partnership: National action plan 2016–18</i>	October 2016
406	The Treasury	<i>He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing</i>	March 2018
<b>2024 GDS Index:</b> GDSs archived as at 31 December 2024			
407	Department of Conservation	<i>Wilding Conifer Management Strategy (also known as Wilding Pines Management Strategy)**</i>	December 2014
408	Department of Conservation	<i>Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-Year Research Strategy*</i>	November 2020
409	Department of Corrections	<i>Hōkai Rangī: Ara Poutama Aotearoa Strategy 2019–2024*</i>	August 2019
410	Department of Internal Affairs	<i>Digital Inclusion Blueprint   Te Mahere mō te Whakaurunga Matihiko*</i>	March 2019
411	Department of Internal Affairs	<i>Anti-Money Laundering and Countering Financing of Terrorism Group Framework*</i>	February 2020
412	Department of Internal Affairs	<i>Charities Services Research Strategy*</i>	March 2021
413	Department of Internal Affairs	<i>Regulatory Services Group Strategy*</i>	July 2021
414	Department of the Prime Minister and Cabinet	<i>Child and Youth Wellbeing Strategy*</i>	August 2019
415	Department of the Prime Minister and Cabinet	<i>2020 National Fuel Plan*</i>	March 2020
416	Education Review Office	<i>Pacific Strategy: Driving success for Pacific learners*</i>	April 2019
417	Ministry for Pacific Peoples	<i>Pacific Employment Action Plan*</i>	May 2022
418	Ministry for Primary Industries	<i>Biosecurity Science Strategy for New Zealand   Mahere Rautaki Putaiao Whakamaru*</i>	October 2007
419	Ministry for Primary Industries	<i>Biosecurity 2025 Direction Statement*</i>	November 2016
420	Ministry for Primary Industries	<i>Fit for a Better World: Accelerating our economic potential*</i>	July 2020
421	Ministry for Primary Industries	<i>Antarctic and Southern Ocean Research Directions and Priorities**</i>	December 2021
422	Ministry for Primary Industries	<i>A Strategy for New Zealand Food Safety: Strategy refresh*</i>	August 2022
423	Ministry for the Environment	<i>Te Hau Mārohi ki Anamata – Transitioning to a Low Emissions and Climate Resilient Future***</i>	November 2021
424	Ministry for the Environment	<i>Nationally Determined Contribution Strategy*</i>	October 2023
425	Ministry for Women	<i>Te Mahere Whai Mahi Wāhine   Women’s Employment Action Plan*</i>	June 2022
426	Ministry of Business, Innovation and Employment	<i>Nation of Curious Minds   He Whenua Hihiri i te Mahara: A national strategic plan for science in society**</i>	July 2014
427	Ministry of Business, Innovation and Employment	<i>2020 National Fuel Plan*</i>	March 2020

Row	Department that archived the GDS	GDS title	Publication date
428	Ministry of Business, Innovation and Employment	<i>Employment Strategy*</i>	November 2022
429	Ministry of Business, Innovation and Employment	<i>Aerospace Strategy   Te Rautaki Ātea-ārangi*</i>	July 2023
430	Ministry of Business, Innovation and Employment	<i>Charging Our Future: National electric vehicle charging strategy*</i>	October 2023
431	Ministry of Education	<i>Literacy &amp; Communication and Maths Strategy***</i>	March 2022
432	Ministry of Education	<i>Attendance and Engagement Strategy*</i>	June 2022
433	Ministry of Foreign Affairs and Trade	<i>India – New Zealand 2025: Investing in the relationship*</i>	February 2020
434	Ministry of Health	<i>Palliative Care Strategy***</i>	February 2001
435	Ministry of Health	<i>Sexual and Reproductive Health Strategy – Phase One***</i>	October 2001
436	Ministry of Health	<i>Cancer Control Strategy*</i>	August 2003
437	Ministry of Health	<i>Medicines New Zealand***</i>	December 2007
438	Ministry of Health	<i>Ambulance Service Strategy***</i>	June 2009
439	Ministry of Health	<i>National Plan for Child Cancer Services*</i>	December 2011
440	Ministry of Health	<i>Care Closer to Home***</i>	February 2014
441	Ministry of Health	<i>Living Well with Diabetes***</i>	October 2015
442	Ministry of Health	<i>Disability Strategy 2016–2026**</i>	November 2016
443	Ministry of Health	<i>Healthy Ageing Strategy***</i>	December 2016
444	Ministry of Health	<i>New Zealand Influenza Pandemic Plan: A framework for action (2nd edition)*</i>	August 2017
445	Ministry of Health	<i>Mental Health and Addiction Workforce Action Plan*</i>	April 2018
446	Ministry of Health	<i>National Poliomyelitis Response Plan***</i>	February 2019
447	Ministry of Health	<i>Planned Care Strategic Approach***</i>	September 2019
448	Ministry of Health	<i>Kaiāwhina Workforce Action Plan***</i>	November 2020
449	Ministry of Health	<i>Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Plan*</i>	December 2020
450	Ministry of Health	<i>Data and Information Strategy for Health and Disability   He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki***</i>	November 2021
451	Ministry of Housing and Urban Development	<i>He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy*</i>	July 2014
452	Ministry of Housing and Urban Development	<i>Homelessness Action Plan*</i>	February 2020
453	Ministry of Social Development	<i>Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy*</i>	March 2018

Row	Department that archived the GDS	GDS title	Publication date
454	Ministry of Social Development	<i>Working Matters: An action plan to ensure disabled people and people with health conditions have an equal opportunity to access employment*</i>	July 2020
455	Ministry of Social Development	<i>Rautaki Hangarau   Technology Strategy*</i>	March 2022
456	Ministry of Social Development	<i>Older Workers Employment Action Plan   He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke*</i>	April 2022
457	Ministry of Social Development	<i>Employment and Social Outcomes Investment Strategy*</i>	June 2022
458	Ministry of Transport	<i>National Airspace Policy*</i>	April 2012
459	Ministry of Transport	<i>International Air Transport Policy*</i>	May 2012
460	Ministry of Transport	<i>Framework for Shaping our Transport System*</i>	June 2018
461	Ministry of Transport	<i>Taking Flight: An aviation system for the automated age [drone integration paper]*</i>	July 2019
462	Ministry of Transport	<i>Road to Zero: New Zealand's road safety strategy*</i>	December 2019
463	Ministry of Transport	<i>Government Policy Statement on Land Transport 2021/22–2030/31*</i>	September 2020
464	Ministry of Transport	<i>Maritime Security Strategy*</i>	December 2020
465	Ministry of Transport	<i>Rail Plan*</i>	April 2021
466	Ministry of Transport	<i>Freight and Supply Chain Strategy*</i>	August 2023
467	Ministry of Transport	<i>Charging Our Future: National electric vehicle charging strategy*</i>	October 2023
468	Oranga Tamariki – Ministry for Children	<i>Future Direction Action Plan*</i>	September 2021
469	Oranga Tamariki – Ministry for Children	<i>Social Sector Commissioning 2022–2028 Action Plan**</i>	October 2022
470	Public Service Commission	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence**</i>	December 2021

**Notes to Table A8.1:**

\* GDSs archived by department as no longer in operation

\*\* GDSs archived by department as no longer held by that department, but still active and held by another department/s

\*\*\* GDSs archived by the Institute as no longer meets the GDS criteria

**Appendix 9:  
GDSs in operation in  
the *2024 GDS Index*, by  
department [195]**

## Appendix 9: GDSs in operation in the 2024 GDS Index, by department [195]

Table A9.1 lists all the operational GDSs in the *2024 GDS Index*. The list of GDSs in operation ranked by the Transparency Scorecard can be found in the *2024 GDS Index Handbook*.

Note the 166 GDSs that were carried forward from the *2023 GDS Index* are shown with an asterisk (\*).

This table includes the 29 additions in the 2024 calendar year, see ‘GDS Index when GDS was added’ column. Note the 29 additions are highlighted by row and have a hash symbol (#).

The 35 GDSs that have passed their proposed end date are marked with a tilde (~).

- The ‘Sector’ column refers to the groupings used in *The Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2025*.<sup>17</sup>
- The ‘GDS Index when GDS was added’ column states when a GDS was first added to a GDS Index. Both of these columns are analysed further in the *2024 GDS Index Handbook*.
- The ‘Method used to score GDS’ column refers to which year’s methodology was used to score each strategy against the Transparency Scorecard.

**Table A9.1: GDSs in operation in the 2024 GDS Index, by department [195]**

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
01	02. Department of Conservation	GDS02-01	Karst Management Guidelines: Policies and actions*	May 1999	1999–NK	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
02	02. Department of Conservation	GDS02-02	New Zealand Subantarctic Islands Research Strategy*	May 2005	2005–NK	Natural Resources Sector	2014 GDS Index	See 2021 Methodology
03	02. Department of Conservation	GDS02-03	Mātauranga Whakaauka Taiao / Environmental Education for Sustainability*	July 2017	2017–2027	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
04	02. Department of Conservation	GDS02-04	New Zealand Sea Lion/Rāpōka Threat Management Plan*~	July 2017	2017–NK (was initially 2022)	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
05	02. Department of Conservation	GDS02-05	National Compliance Strategy*~	August 2017	2017–NK (was initially 2020)	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
06	02. Department of Conservation	GDS02-06	Kiwi Recovery Plan 2018–2028   Mahere Whakaora Kiwi 2018–2028*	November 2018	2018–2028	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
07	02. Department of Conservation	GDS02-07	New Zealand-Aotearoa Government Tourism Strategy*~	May 2019	2019–NK (was initially 2020)	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
08	02. Department of Conservation	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*	June 2019	2019–NK	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
09	02. Department of Conservation	GDS02-09	Towards a Predator Free New Zealand: Predator free 2050 strategy*	February 2020	2020–2050	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
10	02. Department of Conservation	GDS02-10	Visitor Centre Strategy 2020–2025*	February 2020	2020–2025	Natural Resources Sector	2021 GDS Index	See 2021 Methodology
11	02. Department of Conservation	GDS02-11	National Plan of Action – Seabirds 2020*	May 2020	2020–2025	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
12	02. Department of Conservation	GDS02-12	Addressing the Threat of Toxoplasmosis to Hector's and Maui Dolphins: An action plan*~	June 2020	2020–NK (was initially 2024)	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
13	02. Department of Conservation	GDS02-13	Climate Change Adaptation Plan   He Whakamāhere Hātepe Urutau mō te Huringa Āhuarangi*	June 2020	2020–2025	Natural Resources Sector	2023 GDS Index	See 2023 Methodology



Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
14	02. Department of Conservation	GDS02-14	<i>Te Kaweka Takohaka mō te Hoihoi*</i>	August 2020	2019-2029	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
15	02. Department of Conservation	GDS02-15	<i>Te Mana o te Taiao – Aotearoa New Zealand Biodiversity Strategy 2020*</i>	August 2020	2020-2050	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
16	02. Department of Conservation	GDS02-16	<i>Heritage and Visitor Strategy / He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi Hoki*</i>	January 2021	2021-2025	Natural Resources Sector	2021 GDS Index	See 2021 Methodology
17	02. Department of Conservation	GDS02-17	<i>Hector's and Māui Dolphin Threat Management Plan 2020*</i>	December 2021	2021-NK	Natural Resources Sector	2021 GDS Index	See 2021 Methodology
18	02. Department of Conservation	GDS02-18	<i>Procurement Strategy for Roading Activities, 2021/22-2023/24*~</i>	May 2022	2021-NK (was initially 2024)	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
19	02. Department of Conservation	GDS02-19	<i>A Structured Decision Making Approach for the Recovery of Kuaka/Whenua Hou Diving Petrel (Pelecanoides whenuahouensis)*</i>	June 2022	2022-NK	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
20	02. Department of Conservation	GDS02-20	<i>Ngā Awa, DOC's Priority River Restoration Programme*</i>	October 2022	2022-2050	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
21	02. Department of Conservation	GDS02-21	<i>Te Rautaki Whakaora Kea / Kea Recovery Strategy 2024-2034*</i>	May 2024	2024-2034	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
22	02. Department of Conservation	GDS02-22	<i>Predator Free 2050 Interim Implementation Plan 2024-2030*</i>	July 2024	2024-2030	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
23	02. Department of Conservation	GDS02-23	<i>Critical Ecosystem Pressures on Freshwater Environments (CRESP): 4-year research strategy**</i>	August 2024	2024-2027	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
24	02. Department of Conservation	GDS02-24	<i>Te Ara Mōrehu: He rautaki whakaora kākārīki karaka / Kākārīki Karaka Recovery Strategy 2024-2034*</i>	September 2024	2024-2034	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
25	03. Department of Corrections	GDS03-01	<i>Our Alcohol and Other Drug Strategy 2021-2026*</i>	October 2021	2021-2026	Justice Sector	2021 GDS Index	See 2021 Methodology
26	03. Department of Corrections	GDS03-02	<i>Wāhine – E Rere Ana ki te Pae Hou: Women's strategy 2021-2025*</i>	October 2021	2021-2025	Justice Sector	2021 GDS Index	See 2021 Methodology
27	03. Department of Corrections	GDS03-03	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence*</i>	December 2021	2021-2046	Justice Sector	2023 GDS Index	See 2023 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
28	03. Department of Corrections	GDS03-04	Suicide Prevention and Postvention Action Plan*	March 2022	2022-2025	Justice Sector	2023 GDS Index	See 2023 Methodology
29	03. Department of Corrections	GDS03-05	Disability Action Plan 2023-2027*	February 2023	2023-2027	Justice Sector	2023 GDS Index	See 2023 Methodology
30	03. Department of Corrections	GDS03-06	Ageing Well Action Plan*	August 2023	2023-2026	Justice Sector	2023 GDS Index	See 2023 Methodology
31	03. Department of Corrections	GDS03-07	Hōkai Rangī: Our organisational strategy#	NK 2024	2024-NK	Justice Sector	2024 GDS Index	See 2024 Methodology
32	04. Department of Internal Affairs	GDS04-01	Te Huri Mōhioatanga Hei Uara: Ngā tohutohu rautaki ki 2030   Turning Knowledge Into Value: Strategic directions to 2030*	December 2016	2016-2030	Finance and Government Administration Sector	2018 GDS Index	See 2021 Methodology
33	04. Department of Internal Affairs	GDS04-02	Archives 2057 Strategy*	May 2017	2017-2057	Finance and Government Administration Sector	2018 GDS Index	See 2021 Methodology
34	04. Department of Internal Affairs	GDS04-03	Office of Ethnic Communities – Strategic Framework*	January 2020	2020-NK	Finance and Government Administration Sector	2020 GDS Index	See 2021 Methodology
35	04. Department of Internal Affairs	GDS04-04	Rautaki mō tētahi Rāngai Kāwanatanga Matihiko   Strategy for a Digital Public Service*	March 2020	2020-NK	Finance and Government Administration Sector	2020 GDS Index	See 2021 Methodology
36	04. Department of Internal Affairs	GDS04-05	DIAs Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism*	July 2022	2022-NK	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
37	04. Department of Internal Affairs	GDS04-06	Te Rautaki Matihiko mō Aotearoa   The Digital Strategy for Aotearoa*	September 2022	2022-2032	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
38	04. Department of Internal Affairs	GDS04-07	Strategy 2022-2025: A pathway to an Aotearoa where ethnic communities feel at home*	September 2022	2022-2025	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
39	04. Department of Internal Affairs	GDS04-08	Regional Deals Strategic Framework#	August 2024	2024-NK	Finance and Government Administration Sector	2024 GDS Index	See 2024 Methodology
40	05. Department of the Prime Minister and Cabinet	GDS05-01	National Disaster Resilience Strategy   Rautaki ā-Motu Manawarua Aitua*	April 2019	2019-2029	Finance and Government Administration Sector	2020 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
41	05. Department of the Prime Minister and Cabinet	GDS05-02	Cyber Security Strategy 2019*~	July 2019	2019-NK (was initially 2023)	Finance and Government Administration Sector	2020 GDS Index	See 2021 Methodology
42	05. Department of the Prime Minister and Cabinet	GDS05-03	New Zealand's Countering Terrorism and Violent Extremism Strategy*	October 2022	2020-NK	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
43	05. Department of the Prime Minister and Cabinet	GDS05-04	Secure Together   Tō Tātou Korowai Manaaki: New Zealand's national security strategy 2023-2028*	August 2023	2023-2028	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
44	05. Department of the Prime Minister and Cabinet	GDS05-05	2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]*	August 2024	2024-NK	Finance and Government Administration Sector	2024 GDS Index	See 2024 Methodology
45	07. Government Communications Security Bureau	GDS07-01	GCSB Strategy 2023-27*	NK	2023-2027	Finance and Government Administration Sector	2024 GDS Index	See 2024 Methodology
46	08. Inland Revenue Department	GDS08-01	Our Strategy: Improving oranga for current and future generations*	November 2023	2023-NK	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
47	08. Inland Revenue Department	GDS08-02	Multinational Enterprises: Compliance focus 2024*	NK 2024	2024-NK	Finance and Government Administration Sector	2024 GDS Index	See 2024 Methodology
48	09. Land Information New Zealand	GDS09-01	Cadastre 2034*	February 2014	2014-2034	Natural Resources Sector	2015 GDS Index	See 2021 Methodology
49	09. Land Information New Zealand	GDS09-02	New Zealand Positioning Strategy*~	May 2014	2014-NK (was initially 2024)	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
50	09. Land Information New Zealand	GDS09-03	Regulatory Stewardship Strategy*~	August 2018	2018-NK (was initially 2020)	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
51	09. Land Information New Zealand	GDS09-04	New Zealand Geographic Board Strategy 2020-2025*	April 2020	2020-2025	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
52	09. Land Information New Zealand	GDS09-05	Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021-2030*	December 2021	2021-2030	Natural Resources Sector	2021 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
53	11. Ministry for Pacific Peoples	GDS11-01	<i>Pacific Languages Strategy 2022-2032*</i>	August 2022	2022-2032	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
54	11. Ministry for Pacific Peoples	GDS11-02	<i>Pacific Wellbeing Strategy*</i>	September 2022	2022-NK	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
55	11. Ministry for Pacific Peoples	GDS11-03	<i>Fale mo Aiga – Pacific Housing Strategy 2030*</i>	November 2022	2022-2030	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
56	12. Ministry for Primary Industries	GDS12-01	<i>Harvest Strategy Standard for New Zealand Fisheries*</i>	October 2008	2008-NK	Natural Resources Sector	2014 GDS Index	See 2021 Methodology
57	12. Ministry for Primary Industries	GDS12-02	<i>Research and Science Information Standard for New Zealand Fisheries*</i>	May 2011	2011-2030	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
58	12. Ministry for Primary Industries	GDS12-03	<i>Animal Welfare Matters: New Zealand animal welfare strategy*</i>	May 2013	2013-NK	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
59	12. Ministry for Primary Industries	GDS12-04	<i>National Plan of Action for the Conservation and Management of Sharks 2013*~</i>	January 2014	2013-NK (was initially 2018)	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
60	12. Ministry for Primary Industries	GDS12-05	<i>Wilding Conifer Management Strategy 2015-2030*</i>	December 2014	2015-2030	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
61	12. Ministry for Primary Industries	GDS12-06	<i>Science Strategy / Rautaki Putaiao *~</i>	October 2015	2015-NK (was initially 2020)	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
62	12. Ministry for Primary Industries	GDS12-07	<i>Primary Sector Science Roadmap – Te Ao Tūroa*</i>	June 2017	2017-2030	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
63	12. Ministry for Primary Industries	GDS12-08	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan *~</i>	July 2017	2017-NK (was initially 2022)	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
64	12. Ministry for Primary Industries	GDS12-09	<i>National Blue Cod Strategy*</i>	December 2018	2018-NK	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
65	12. Ministry for Primary Industries	GDS12-10	<i>National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019*</i>	May 2019	2019-NK	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
66	12. Ministry for Primary Industries	GDS12-11	<i>National Fisheries Plan for Highly Migratory Species*</i>	May 2019	2019-NK	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
67	12. Ministry for Primary Industries	GDS12-12	<i>Aquaculture Strategy*</i>	September 2019	2019-2035	Natural Resources Sector	2020 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
68	12. Ministry for Primary Industries	GDS12-13	<i>Cadmium and New Zealand Agriculture and Horticulture*</i>	December 2019	2019-2026	Natural Resources Sector	2021 GDS Index	See 2021 Methodology
69	12. Ministry for Primary Industries	GDS12-14	<i>National Plan of Action – Seabirds 2020*</i>	May 2020	2020-2025	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
70	12. Ministry for Primary Industries	GDS12-15	<i>Te Kaweka Takohaka mō te Hoiho*</i>	August 2020	2019-2029	Natural Resources Sector	2020 GDS Index	See 2021 Methodology
71	12. Ministry for Primary Industries	GDS12-16	<i>Hector's and Māui Dolphin Threat Management Plan 2020*</i>	December 2021	2021-NK	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
72	12. Ministry for Primary Industries	GDS12-17	<i>National Inshore Finfish Fisheries Plan*</i>	October 2022	2022-2027	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
73	12. Ministry for Primary Industries	GDS12-18	<i>Wallaby Strategy: Achieving a wallaby-free Aotearoa*</i>	October 2022	2021-2025	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
74	14. Ministry for the Environment	GDS14-01	<i>Urban Design Protocol*</i>	March 2005	2005-NK	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
75	14. Ministry for the Environment	GDS14-02	<i>Clean Healthy Air for All New Zealanders: The national air quality compliance to meet the PM<sub>10</sub> standard*</i>	August 2011	2011-NK	Natural Resources Sector	2014 GDS Index	See 2021 Methodology
76	14. Ministry for the Environment	GDS14-03	<i>Mātauranga Whakaauka Taiao   Environmental Education for Sustainability*</i>	July 2017	2017-2027	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
77	14. Ministry for the Environment	GDS14-04	<i>Our Science Strategy   Rautaki Pūtaiao: Valued and trusted science – a framework for change*</i>	May 2018	2018-NK	Natural Resources Sector	2018 GDS Index	See 2021 Methodology
78	14. Ministry for the Environment	GDS14-05	<i>Aotearoa New Zealand's First Emissions Reduction Plan*</i>	May 2022	2022-2025	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
79	14. Ministry for the Environment	GDS14-06	<i>Aotearoa New Zealand's First National Adaptation Plan*</i>	August 2022	2022-2028	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
80	14. Ministry for the Environment	GDS14-07	<i>Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants*</i>	December 2022	2022-2025	Natural Resources Sector	2023 GDS Index	See 2023 Methodology
81	14. Ministry for the Environment	GDS14-08	<i>Te Rautaki Para   Waste Strategy*</i>	March 2023	2023-2050	Natural Resources Sector	2023 GDS Index	See 2023 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
82	14. Ministry for the Environment	GDS14-09	<i>Responding to a Changing Climate: The Government's climate strategy*</i>	July 2024	2024-2050	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
83	14. Ministry for the Environment	GDS14-10	<i>New Zealand's Second Emissions Reduction Plan 2026-30*</i>	December 2024	2026-2030	Natural Resources Sector	2024 GDS Index	See 2024 Methodology
84	16. Ministry of Business, Innovation and Employment	GDS16-01	<i>Vision Mātauranga*</i>	July 2007	2007-NK	Economic Development and Infrastructure Sector	2014 GDS Index	See 2021 Methodology
85	16. Ministry of Business, Innovation and Employment	GDS16-02	<i>He Kai Kei Aku Ringa: The Crown-Māori economic growth partnership*</i>	November 2012	2012-2040	Economic Development and Infrastructure Sector	2014 GDS Index	See 2021 Methodology
86	16. Ministry of Business, Innovation and Employment	GDS16-03	<i>Refugee Settlement: New Zealand resettlement strategy*</i>	December 2012	2012-NK	Education and Workforce Sector	2014 GDS Index	See 2021 Methodology
87	16. Ministry of Business, Innovation and Employment	GDS16-04	<i>National Statement of Science Investment 2015-2025*</i>	October 2015	2015-2025	Economic Development and Infrastructure Sector	2018 GDS Index	See 2021 Methodology
88	16. Ministry of Business, Innovation and Employment	GDS16-05	<i>Health Research Strategy*</i>	June 2017	2017-2027	Economic Development and Infrastructure Sector	2021 GDS Index	See 2021 Methodology
89	16. Ministry of Business, Innovation and Employment	GDS16-06	<i>Health and Safety at Work Strategy 2018-2028*</i>	December 2018	2018-2028	Education and Workforce Sector	2018 GDS Index	See 2021 Methodology
90	16. Ministry of Business, Innovation and Employment	GDS16-07	<i>Conformance System Strategy*~</i>	July 2019	2019-NK (was initially 2022)	Economic Development and Infrastructure Sector	2020 GDS Index	See 2021 Methodology
91	16. Ministry of Business, Innovation and Employment	GDS16-08	<i>Technical Barriers to Trade (TBT) Strategy*</i>	NK 2019	2018-NK	Economic Development and Infrastructure Sector	2020 GDS Index	See 2021 Methodology
92	16. Ministry of Business, Innovation and Employment	GDS16-09	<i>Combating Modern Forms of Slavery*</i>	December 2020	2020-2025	Economic Development and Infrastructure Sector	2021 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
93	16. Ministry of Business, Innovation and Employment	GDS16-10	<i>Building for the Future: MBE's building system regulatory strategy*</i>	December 2020	2020-2035	Economic Development and Infrastructure Sector	2020 GDS Index	See 2021 Methodology
94	16. Ministry of Business, Innovation and Employment	GDS16-11	<i>MBE's Regulatory Systems Stewardship Strategy 2023-2028*</i>	March 2023	2023-2028	Economic Development and Infrastructure Sector	2023 GDS Index	See 2023 Methodology
95	16. Ministry of Business, Innovation and Employment	GDS16-12	<i>Trading Standards Compliance Strategy*</i>	January 2024	2024-NK	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
96	16. Ministry of Business, Innovation and Employment	GDS16-13	<i>Employment Action Plan*</i>	August 2024	2024-2030	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
97	16. Ministry of Business, Innovation and Employment	GDS16-14	<i>Major Events Strategy*</i>	August 2024	2024-NK	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
98	16. Ministry of Business, Innovation and Employment	GDS16-15	<i>2024 National Fuel Plan: Planning and response arrangements for fuel supply disruptions and emergencies supporting plan [SP 04/24]*</i>	August 2024	2024-NK	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
99	16. Ministry of Business, Innovation and Employment	GDS16-16	<i>Space and Advanced Aviation Strategy 2024-2030*</i>	September 2024	2024-2030	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
100	17. Ministry of Defence	GDS17-01	<i>Defence Capability Plan 2019*</i>	June 2019	2019-2030	External Sector	2020 GDS Index	See 2021 Methodology
101	17. Ministry of Defence	GDS17-02	<i>Defence Policy and Strategy Statement 2023*</i>	August 2023	2023-NK	External Sector	2023 GDS Index	See 2023 Methodology
102	18. Ministry of Disabled People	GDS18-01	<i>Disability Strategy 2016-2026*</i>	November 2016	2016-2026	Social Services and Community Sector	2018 GDS Index	See 2021 Methodology
103	18. Ministry of Disabled People	GDS18-02	<i>Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan*~</i>	March 2018	2018-NK (was initially 2022)	Social Services and Community Sector	2018 GDS Index	See 2021 Methodology
104	18. Ministry of Disabled People	GDS18-03	<i>Sign Language Strategy 2018-2023*~</i>	October 2018	2018-NK (was initially 2024)	Social Services and Community Sector	2018 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
105	18. Ministry of Disabled People	GDS18-04	Disability Action Plan 2019-2023*~	November 2019	2019-NK (was initially 2023)	Social Services and Community Sector	2020 GDS Index	See 2021 Methodology
106	19. Ministry of Education	GDS19-01	Nation of Curious Minds   He Whenua Hihiri i te Mahara: A national strategic plan for science in society*~	July 2014	2014-NK (was initially 2024)	Education and Workforce Sector	2018 GDS Index	See 2021 Methodology
107	19. Ministry of Education	GDS19-02	The International Student Wellbeing Strategy*	June 2017	2017-NK	Education and Workforce Sector	2018 GDS Index	See 2021 Methodology
108	19. Ministry of Education	GDS19-03	Learning Support Action Plan 2019-2025*	July 2019	2019-2025	Education and Workforce Sector	2020 GDS Index	See 2021 Methodology
109	19. Ministry of Education	GDS19-04	Te Rautaki Rawa Kura   The School Property Strategy 2030*	June 2020	2020-2030	Education and Workforce Sector	2023 GDS Index	See 2023 Methodology
110	19. Ministry of Education	GDS19-05	Ka Hikitia - Ka Hāpaitia: The Māori education strategy*	July 2020	2020-2050	Education and Workforce Sector	2020 GDS Index	See 2021 Methodology
111	19. Ministry of Education	GDS19-06	Tau Mai te Reo - The Māori Language in Education Strategy*	July 2020	2020-2040	Education and Workforce Sector	2020 GDS Index	See 2021 Methodology
112	19. Ministry of Education	GDS19-07	Statement of National Education and Learning Priorities*	November 2020	2020-2025	Education and Workforce Sector	2021 GDS Index	See 2021 Methodology
113	19. Ministry of Education	GDS19-08	Tertiary Education Strategy*	November 2020	2020-2025	Education and Workforce Sector	2021 GDS Index	See 2021 Methodology
114	19. Ministry of Education	GDS19-09	Te Aorerekura: The national strategy to eliminate family violence and sexual violence*	December 2021	2021-2046	Education and Workforce Sector	2023 GDS Index	See 2023 Methodology
115	19. Ministry of Education	GDS19-10	Hei Raukura mō te Mokopuna Strategy*	February 2022	2022-NK	Education and Workforce Sector	2023 GDS Index	See 2023 Methodology
116	19. Ministry of Education	GDS19-11	International Education Strategy 2022-2030*	August 2022	2022-2030	Education and Workforce Sector	2023 GDS Index	See 2023 Methodology
117	19. Ministry of Education	GDS19-12	Connected Ako: Digital and data for learning*	June 2023	2023-2033	Education and Workforce Sector	2023 GDS Index	See 2023 Methodology
118	19. Ministry of Education	GDS19-13	Action Plan for Pacific Education*	July 2023	2020-2030	Education and Workforce Sector	2023 GDS Index	See 2023 Methodology



Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
119	19. Ministry of Education	GDS19-14	Approach to Improving Attendance in Schools*	May 2024	2024-NK	Education and Workforce Sector	2024 GDS Index	See 2024 Methodology
120	20. Ministry of Foreign Affairs and Trade	GDS20-01	International Cooperation for Effective Sustainable Development (ICESD) [Policy statement]*	November 2019	2019-2030	External Sector	2020 GDS Index	See 2021 Methodology
121	20. Ministry of Foreign Affairs and Trade	GDS20-02	Gender Action Plan 2021-25*	January 2021	2021-2025	External Sector	2021 GDS Index	See 2021 Methodology
122	20. Ministry of Foreign Affairs and Trade	GDS20-03	Child & Youth Well-Being Strategic Action Plan 2021-2025*	May 2021	2021-2025	External Sector	2021 GDS Index	See 2021 Methodology
123	20. Ministry of Foreign Affairs and Trade	GDS20-04	Human Rights Strategic Action Plan for International Development Cooperation 2021-2025*	October 2021	2021-2025	External Sector	2021 GDS Index	See 2021 Methodology
124	20. Ministry of Foreign Affairs and Trade	GDS20-05	Aotearoa New Zealand Antarctic and Southern Ocean Research Directions and Priorities 2021-2030*	December 2021	2021-2030	External Sector	2021 GDS Index	See 2021 Methodology
125	20. Ministry of Foreign Affairs and Trade	GDS20-06	International Climate Finance Strategy: Tuia te Waka a Kiwa*	August 2022	2022-2025	External Sector	2023 GDS Index	See 2023 Methodology
126	20. Ministry of Foreign Affairs and Trade	GDS20-07	Disarmament and Arms Control Strategy*	NK	2024-2026	External Sector	2024 GDS Index	See 2024 Methodology
127	21. Ministry of Health	GDS21-01	He Korowai Oranga – Māori Health Strategy 2014*	June 2014	2014-NK	Health Sector	2014 GDS Index	See 2021 Methodology
128	21. Ministry of Health	GDS21-02	Cancer Plan: Better, faster cancer care 2015-2018*~	December 2014	2015-NK (was initially 2018)	Health Sector	2018 GDS Index	See 2021 Methodology
129	21. Ministry of Health	GDS21-03	Implementing Medicines New Zealand 2015 to 2020*~	June 2015	2015-NK (was initially 2020)	Health Sector	2015 GDS Index	See 2021 Methodology
130	21. Ministry of Health	GDS21-04	Cancer Health Information Strategy*~	July 2015	2015-NK (was initially 2020)	Health Sector	2018 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
131	21. Ministry of Health	GDS21-05	Health Research Strategy*	June 2017	2017-2027	Health Sector	2021 GDS Index	See 2021 Methodology
132	21. Ministry of Health	GDS21-06	Faiva Ora 2016-2021 – National Pasifika Disability Plan**	August 2017	2016-NK (was initially 2021)	Health Sector	2018 GDS Index	See 2021 Methodology
133	21. Ministry of Health	GDS21-07	National Syphilis Action Plan: An action plan to stop the syphilis epidemic in New Zealand**	June 2019	2019-NK (was initially 2024)	Health Sector	2020 GDS Index	See 2021 Methodology
134	21. Ministry of Health	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*	September 2019	2019-2029	Health Sector	2020 GDS Index	See 2021 Methodology
135	21. Ministry of Health	GDS21-09	COVID-19 Health and Disability System Response Plan*	April 2020	2020-NK	Health Sector	2020 GDS Index	See 2021 Methodology
136	21. Ministry of Health	GDS21-10	Ola Manuia – Pacific Health and Wellbeing Action Plan 2020-2025*	June 2020	2020-2025	Health Sector	2020 GDS Index	See 2021 Methodology
137	21. Ministry of Health	GDS21-11	Whakamaui – Māori Health Action Plan 2020-2025*	July 2020	2020-2025	Health Sector	2020 GDS Index	See 2021 Methodology
138	21. Ministry of Health	GDS21-12	Kia Manawanui Aotearoa: Long-term pathway to mental wellbeing*	August 2021	2021-2031	Health Sector	2021 GDS Index	See 2021 Methodology
139	21. Ministry of Health	GDS21-13	COVID-19 Māori Health Protection Plan*	December 2021	2021-NK	Health Sector	2021 GDS Index	See 2021 Methodology
140	21. Ministry of Health	GDS21-14	Smokefree Aotearoa 2025 Action Plan*	December 2021	2021-2025	Health Sector	2021 GDS Index	See 2021 Methodology
141	21. Ministry of Health	GDS21-15	Te Aorekura: The national strategy to eliminate family violence and sexual violence*	December 2021	2021-2046	Health Sector	2023 GDS Index	See 2023 Methodology
142	21. Ministry of Health	GDS21-16	Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25*	June 2022	2022-2025	Health Sector	2023 GDS Index	See 2023 Methodology
143	21. Ministry of Health	GDS21-17	National HIV Action Plan for Aotearoa New Zealand 2023-2030*	March 2023	2023-2030	Health Sector	2023 GDS Index	See 2023 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
144	21. Ministry of Health	GDS21-18	<i>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*</i>	March 2023	2023-2030	Health Sector	2023 GDS Index	See 2023 Methodology
145	21. Ministry of Health	GDS21-19	<i>Oranga Hinengaro System and Service Framework*</i>	April 2023	2023-2033	Health Sector	2024 GDS Index	See 2024 Methodology
146	21. Ministry of Health	GDS21-20	<i>Health Strategy*</i>	July 2023	2023-2033	Health Sector	2023 GDS Index	See 2023 Methodology
147	21. Ministry of Health	GDS21-21	<i>Pae Tū - Hauora Māori Strategy*</i>	July 2023	2023-2025	Health Sector	2023 GDS Index	See 2023 Methodology
148	21. Ministry of Health	GDS21-22	<i>Provisional Health of Disabled People Strategy*</i>	July 2023	2023-2033	Health Sector	2023 GDS Index	See 2023 Methodology
149	21. Ministry of Health	GDS21-23	<i>Te Mana Ola - The Pacific Health Strategy*</i>	July 2023	2023-2033	Health Sector	2023 GDS Index	See 2023 Methodology
150	21. Ministry of Health	GDS21-24	<i>Rural Health Strategy*</i>	July 2023	2023-2033	Health Sector	2023 GDS Index	See 2023 Methodology
151	21. Ministry of Health	GDS21-25	<i>Women's Health Strategy*</i>	July 2023	2023-2033	Health Sector	2023 GDS Index	See 2023 Methodology
152	21. Ministry of Health	GDS21-26	<i>Strategic Framework for Managing COVID-19*</i>	September 2023	2023-NIK	Health Sector	2023 GDS Index	See 2023 Methodology
153	21. Ministry of Health	GDS21-27	<i>New Zealand Pandemic Plan: A framework for action (Interim update - July 2024)#</i>	July 2024	2024-NIK	Health Sector	2024 GDS Index	See 2024 Methodology
154	22. Ministry of Housing and Urban Development	GDS22-01	<i>Public Housing Plan 2021-2024 [Updated to 2025]*</i>	January 2021	2021-2025	Social Services and Community Sector	2021 GDS Index	See 2021 Methodology
155	22. Ministry of Housing and Urban Development	GDS22-02	<i>Te Tauāki Kaupapa Here a te Kāwanatanga mā te Whakawhanake Whare, Tāone Anō Hoki / Government Policy Statement on Housing and Urban Development*</i>	September 2021	2021-2051	Social Services and Community Sector	2021 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
156	22. Ministry of Housing and Urban Development	GDS22-03	<i>MAIHI Ka Ora: The national Māori housing strategy*</i>	December 2021	2021-2051	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
157	22. Ministry of Housing and Urban Development	GDS22-04	<i>Fale mo Aiga – Pacific Housing Strategy 2030*</i>	November 2022	2022-2030	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
158	23. Ministry of Justice	GDS23-01	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence*</i>	December 2021	2021-2046	Justice Sector	2023 GDS Index	See 2023 Methodology
159	24. Ministry of Māori Development—Te Puni Kōkiri	GDS24-01	<i>Maihi Karauna: The Crown's strategy for Māori language revitalisation 2019-2023*~</i>	February 2019	2019-NK (was initially 2023)	Māori Affairs Sector	2021 GDS Index	See 2021 Methodology
160	24. Ministry of Māori Development—Te Puni Kōkiri	GDS24-02	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence*</i>	December 2021	2021-2046	Māori Affairs Sector	2023 GDS Index	See 2023 Methodology
161	24. Ministry of Māori Development—Te Puni Kōkiri	GDS24-03	<i>MAIHI Ka Ora: The national Māori housing strategy*</i>	December 2021	2021-2051	Māori Affairs Sector	2023 GDS Index	See 2023 Methodology
162	25. Ministry of Social Development	GDS25-01	<i>Te Pae Tāta – Te Rautaki Māori me te Mahere Maihi / Māori Strategy and Action Plan*</i>	June 2019	2019-NK	Social Services and Community Sector	2020 GDS Index	See 2021 Methodology
163	25. Ministry of Social Development	GDS25-02	<i>Family Violence Funding Approach*~</i>	July 2019	2019-NK (was initially 2022)	Social Services and Community Sector	2020 GDS Index	See 2021 Methodology
164	25. Ministry of Social Development	GDS25-03	<i>Pacific Prosperity: Our people, our solutions, our future*</i>	October 2019	2019-NK	Social Services and Community Sector	2020 GDS Index	See 2021 Methodology
165	25. Ministry of Social Development	GDS25-04	<i>Better Later Life / He Oranga Kaumātua 2019-2034*</i>	November 2019	2019-2034	Social Services and Community Sector	2020 GDS Index	See 2021 Methodology
166	25. Ministry of Social Development	GDS25-05	<i>Campaign for Action on Family Violence: Framework for change 2019-2023*~</i>	June 2020	2019-NK (was initially 2023)	Social Services and Community Sector	2021 GDS Index	See 2021 Methodology
167	25. Ministry of Social Development	GDS25-06	<i>E Tū Whānau – Mahere Rautaki: Framework for change 2019-2024*~</i>	June 2020	2019-NK (was initially 2024)	Social Services and Community Sector	2021 GDS Index	See 2021 Methodology
168	25. Ministry of Social Development	GDS25-07	<i>Pasefika Proud: Pathways for change 2019-2023*~</i>	June 2020	2019-NK (was initially 2023)	Social Services and Community Sector	2021 GDS Index	See 2021 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
169	25. Ministry of Social Development	GDS25-08	<i>Elder Abuse in Aotearoa: The proposed future strategy of Elder Abuse Response Services*</i>	July 2020	2020–NK	Social Services and Community Sector	2021 GDS Index	See 2021 Methodology
170	25. Ministry of Social Development	GDS25-09	<i>Te Aorerekura: The national strategy to eliminate family violence and sexual violence*</i>	December 2021	2021–2046	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
171	25. Ministry of Social Development	GDS25-10	<i>Financial Capability in Aotearoa New Zealand*~</i>	December 2021	2021–NK (was initially 2024)	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
172	25. Ministry of Social Development	GDS25-11	<i>Social Sector Commissioning 2022–2028 Action Plan*</i>	October 2022	2022–2028	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
173	25. Ministry of Social Development	GDS25-12	<i>Youth Plan: Voice, leadership, action*</i>	August 2023	2023–2028	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
174	25. Ministry of Social Development	GDS25-13	<i>The Child and Youth Strategy 2024–2027#</i>	November 2024	2024–2027	Social Services and Community Sector	2024 GDS Index	See 2024 Methodology
175	25. Ministry of Social Development	GDS25-14	<i>Rautaki Hangarau   Technology Strategy#</i>	NK 2024	2024–NK	Social Services and Community Sector	2024 GDS Index	See 2024 Methodology
176	26. Ministry of Transport	GDS26-01	<i>Hei Arataki – Ministry of Transport Māori Strategy*~</i>	September 2019	2019–NK (was initially 2023)	Economic Development and Infrastructure Sector	2021 GDS Index	See 2021 Methodology
177	26. Ministry of Transport	GDS26-02	<i>Transport Evidence Base Strategy*~</i>	December 2019	2019–NK (was initially 2022)	Economic Development and Infrastructure Sector	2020 GDS Index	See 2021 Methodology
178	26. Ministry of Transport	GDS26-03	<i>Search and Rescue Strategic Plan 2021–2024*~</i>	August 2023	2021–NK (was initially 2024)	Economic Development and Infrastructure Sector	2023 GDS Index	See 2023 Methodology
179	26. Ministry of Transport	GDS26-04	<i>Government Policy Statement on Land Transport 2024/25–2033/34#</i>	June 2024	2024–2034	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
180	26. Ministry of Transport	GDS26-05	<i>Maritime Security Strategy 2024#</i>	June 2024	2024–2029	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
181	26. Ministry of Transport	GDS26-06	<i>Road Safety Objectives 2024#</i>	October 2024	2024–2027	Economic Development and Infrastructure Sector	2024 GDS Index	See 2024 Methodology
182	27. New Zealand Customs Service	GDS27-01	<i>Information Management Strategy 2021–2024*~</i>	September 2021	2021–NK (was initially 2024)	External Sector	2021 GDS Index	See 2021 Methodology
183	27. New Zealand Customs Service	GDS27-02	<i>Rautaki Mana Ārai   Customs Strategy 2023–2028*</i>	July 2023	2023–2028	External Sector	2023 GDS Index	See 2023 Methodology

Row	Department (number & name)	GDS number	GDS title	Publication date	Duration	Sector	GDS Index when GDS was added	Method used to score GDS
184	28. New Zealand Security Intelligence Service	GDS28-01	NZSIS Strategy 2024-2029*	NK	2024-2029	Finance and Government Administration Sector	2024 GDS Index	See 2024 Methodology
185	29. Oranga Tamariki – Ministry for Children	GDS29-01	Te Aoerekura: The national strategy to eliminate family violence and sexual violence*	December 2021	2021-2046	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
186	29. Oranga Tamariki – Ministry for Children	GDS29-02	Oranga Tamariki Action Plan 2022*	July 2022	2022-NK	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
187	29. Oranga Tamariki – Ministry for Children	GDS29-03	Oranga Tamariki Disability Vision and Strategy*	December 2023	2023-NK	Social Services and Community Sector	2023 GDS Index	See 2023 Methodology
188	29. Oranga Tamariki – Ministry for Children	GDS29-04	Pacific Strategy 2021-2024#~	NK	2021-NK (was initially 2024)	Social Services and Community Sector	2024 GDS Index	See 2024 Methodology
189	30. Public Service Commission	GDS30-01	Kia Toipoto – Public Service Action Plan 2021-24*~	November 2021	2021-NK (was initially 2024)	Finance and Government Administration Sector	2021 GDS Index	See 2021 Methodology
190	30. Public Service Commission	GDS30-02	Fourth National Action Plan 2023-2024*~	December 2022	2023-NK (was initially 2024)	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
191	30. Public Service Commission	GDS30-03	Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa   The Leadership Strategy for New Zealand's Public Service*	July 2023	2023-2025	Finance and Government Administration Sector	2023 GDS Index	See 2023 Methodology
192	33. Statistics New Zealand	GDS33-01	Transforming the New Zealand Census of Population and Dwellings: Issues, options and strategy*	April 2012	2012-2030	Finance and Government Administration Sector	2014 GDS Index	See 2021 Methodology
193	33. Statistics New Zealand	GDS33-02	Government Data Strategy and Roadmap 2021*~	August 2021	2021-NK (was initially 2024)	Finance and Government Administration Sector	2021 GDS Index	See 2021 Methodology
194	34. The Treasury	GDS34-01	Thirty Year New Zealand Infrastructure Plan*	August 2015	2015-2045	Finance and Government Administration Sector	2018 GDS Index	See 2021 Methodology
195	34. The Treasury	GDS34-02	He Tirohanga Mokopuna 2021 – Combined Statement on the Long-Term Fiscal Position and Long-Term Insights Briefing*	September 2021	2021-2061	Finance and Government Administration Sector	2021 GDS Index	See 2021 Methodology

## Endnotes

- 1 *Public Finance Act 1989*. ss. 38-42 [online] Available at: [www.legislation.govt.nz/act/public/1989/0044/latest/DLM160809.html](http://www.legislation.govt.nz/act/public/1989/0044/latest/DLM160809.html) [Accessed 27 Feb. 2025].
- 2 Ministry for Regulation (MFR) (13 February 2025). *OIA 2025/01 - Official Information Request R00697*. [Letter]. Available at: [www.mcguinnessinstitute.org/publications/oias-correspondence](http://www.mcguinnessinstitute.org/publications/oias-correspondence) [Accessed 27 Feb. 2025].
- 3 Treasury (2020). *Strategic thinking and planning*. [online] Available at: <https://www.treasury.govt.nz/information-and-services/state-sector-leadership/guidance/strategic-thinking-and-planning> [Accessed 27 Feb. 2025].
- 4 McGuinness Institute (2012). *Project 2058 Reports - Science Embraced: Government-funded science under the microscope*. [online], p.3. Available at: [www.mcguinnessinstitute.org/publications/project-2058-reports](http://www.mcguinnessinstitute.org/publications/project-2058-reports) [Accessed 6 Dec. 2024].  
  
Learn more about the origins of the Strategy Pyramid on the McGuinness Institute’s blog. McGuinness Institute (2025). *The Origins of the Strategy Pyramid*. [online]. Available at: [www.mcguinnessinstitute.org/strategynz/the-origins-of-the-strategy-pyramid](http://www.mcguinnessinstitute.org/strategynz/the-origins-of-the-strategy-pyramid) [Accessed 10 Jan. 2025].
- 5 Wilson, N., Boyd, M., Kerr, J., Kvalsvig, A. and Baker, M. (2023). *The need for long-term thinking – Especially for preventing catastrophic risks*. [online] Public Health Communication Centre. Available at: <https://www.phcc.org.nz/briefing/need-long-term-thinking-especially-preventing-catastrophic-risks> [Accessed 27 Feb. 2025].
- 6 McGuinness Institute (2024). *Foresight tools*. [online]. Available at: [www.mcguinnessinstitute.org/foresight-tools](http://www.mcguinnessinstitute.org/foresight-tools) [Accessed 27 Feb. 2025].
- 7 An NDC outlines how a country plans to contribute to meeting the targets set under the Paris Agreement through emissions reduction and climate actions. All signatories of the Paris Agreement are required to submit NDCs every five years, with each NDC representing a progression beyond the country’s current NDC and reflecting the country’s highest possible ambition. New Zealand’s first NDC set a target of reducing net emissions by 50 per cent below the gross 2005 level by 2030. Its second NDC aims to reduce emissions by 51 to 55 per cent compared to 2005 levels by 2035.  
  
United Nations Framework Convention on Climate Change (UNFCCC) (n.d.). *Nationally Determined Contributions (NDCs)*. [online] Available at: [unfccc.int/process-and-meetings/the-paris-agreement/nationally-determined-contributions-ndcs](http://unfccc.int/process-and-meetings/the-paris-agreement/nationally-determined-contributions-ndcs) [Accessed 3 Mar. 2025].  
  
Ministry for the Environment (MFE) (2023). *Nationally Determined Contribution*. [online] Available at: <https://environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/nationally-determined-contribution> [Accessed 3 Mar. 2025].  
  
Ministry for the Environment (MFE) (2025). *New Zealand’s Second Nationally Determined Contribution | Tā Aotearoa Whai Wāhitanga Whakatau ā-Motu Tuarua*. [online] p.2. Available at: <https://environment.govt.nz/publications/new-zealands-second-nationally-determined-contribution-submission-under-the-paris-agreement> [Accessed 3 Mar. 2025].
- 8 McGuinness Institute. *OIAs and other correspondence*. [online]. Available at: <https://www.mcguinnessinstitute.org/publications/oias-correspondence> [Accessed 19 Mar. 2025].
- 9 *Resource Management Act 1991*. s. 45 [online] Available at: [www.legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html](http://www.legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html) [Accessed 27 Feb. 2025].
- 10 Ministry of Health (MOH) (2024). *Government Policy Statement on Health*. [online]. Available at: [www.health.govt.nz/about-us/new-zealands-health-system/government-policy-statement](http://www.health.govt.nz/about-us/new-zealands-health-system/government-policy-statement) [Accessed 27 Feb. 2025].  
  
See also Ministry of Transport (MOT) (2020). *Te Tauākī Kaupapa Here a te Kāwanatanga mō ngā waka whenua | Government Policy Statement on land transport*. [online]. Available at: <https://www.transport.govt.nz/area-of-interest/strategy-and-direction/government-policy-statement-on-land-transport-2021> [Accessed 27 Feb. 2025].
- 11 Ministry for the Environment (MFE) (2024). *New Zealand’s second emissions reduction plan 2026–30*. [online]. Available at: <https://environment.govt.nz/publications/new-zealands-second-emissions-reduction-plan> [Accessed 27 Feb. 2025].

- 12 Ministry for Ethnic Communities (2022). *Strategy 2022–2025: A pathway to an Aotearoa where ethnic communities feel at home*. [online] p.22. Available at: [https://www.ethniccommunities.govt.nz/assets/AboutUs/2022-2025\\_MEC\\_Strategy.pdf](https://www.ethniccommunities.govt.nz/assets/AboutUs/2022-2025_MEC_Strategy.pdf) [Accessed 28 Mar. 2025].
- 13 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].
- 14 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].
- 15 See endnote 13.
- 16 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].
- 17 See endnote 16.





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