Working Paper 2019/04

Analysis of Government Department Strategies between 1 July 1994 and 31 December 2018

This publication forms part of the Government Department Strategies Index New Zealand.

See www.gdsindexnz.org.

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This publication forms part of the *2018 GDS Index NZ*. All documents listed below can be found at www.mcguinnessinstitute.org/publications and www.gdsindexnz.org.

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Preface

Developing strategy during a time of complexity and uncertainty is challenging. Part of the solution is to balance urgency with careful consideration in order to improve effectiveness. This means the public service must develop the skills, knowledge and culture to produce dynamic strategies that are able to change with the challenges at hand, but are also sufficiently fixed and durable to deliver certainty. Such strategies will enable key players to work towards common goals, often with shared initiatives, to bring about cost-effective and efficient changes in public policy.

This will not be easy. It is much easier to isolate goals and strategies within a single department or part of a department than to collaborate and share goals and strategies. It is also much easier to produce fixed, conservative and risk-averse goals and strategies than to knowingly take a risk.

New Zealand's dilemma, and realistically the dilemma for all democracies, is how to bring about change that is effective, durable and responsive to the issues that confront us.

While revisiting the *GDS Index* for the 2018 update, I am reminded of the words of Richard P. Rumelt, author of *Good Strategy/Bad Strategy*:

> Many writers on strategy seem to suggest that the more dynamic the situation, the farther ahead a leader must look. This is illogical. The more dynamic the situation, the poorer your foresight will be. Therefore, the more uncertain and dynamic the situation, the more proximate a strategic objective must be. (Rumelt in Freedman, 2013, p. 571)

Rumelt has also been quoted warning of 'the dangers of bad strategy':

> especially the quality described simply as 'fluff' or a 'form of gibberish masquerading as strategic concepts or arguments,' but also for failing to define the challenge to be addressed, mistaking goals for strategy, stating a desire without a means for achieving it, and setting objectives without considering their practicability. (Freedman, 2013, p. 571)

Freedman goes on to assert the importance of recognising conflict 'so that strategy comes to the fore'; 'if emerging situations of conflict bring strategy into the picture, a desire to play down conflict can take it out' (Freedman, 2013, p. 610).

This is the challenge New Zealand faces: ensuring we put effort into the front end before burying ourselves in the planning. We need to critique our own work and bring others on board to review our thinking and identify the assumptions we are failing to see.

This working paper aims to illustrate the type of strategy documents that exist in the public arena to drive change. The McGuinness Institute has tried to explore the dataset from a range of different angles, but we know there is more to learn. We hope it provides a useful starting point for those working to ensure that New Zealand gets the public service it needs.

Thank you for your interest.

Wendy McGuinness
Chief Executive
McGuinness Institute

1.0 Introduction

This section outlines three parts of contextual information for the rest of the *GDS Index* analysis. Section 1.1 discusses the purpose of this research. Section 1.3 takes a broader look at the landscape of strategic instruments in the public service, providing a breakdown of each. Section 1.2 explores the history of the term strategy and what makes it different from planning and tactics.

1.1 Purpose

The purpose of this working paper is to outline the main observations from our most recent analysis of government department strategies (GDSs) as part of the *GDS Index NZ*. For further details on this, see www.gdsindexnz.org.

This paper takes a closer look at the content of GDSs published between 1 July 1994 and 31 December 2018 in order to discuss examples of 'best practice'. The Institute updates the *Government Department Strategies Index New Zealand* regularly, with an eye to establishing a culture of best practice and guidelines for devising GDSs. In turn, this is intended to contribute to the discussion around what makes a good GDS, and to identify the key areas where strategy development can be strengthened in the public service. The State Sector Act 1988 is currently under review, with the public invited to submit on proposed changes in late 2018. The proposed amendments are set to be released in late 2019.

Throughout this paper, mentions of a specific GDS in operation include the GDS number assigned to each document as part of the *GDS Index*. These numbers are assigned first by alphabetical order of department and then by publication date. In this working paper, a GDS is defined in terms of four criteria:

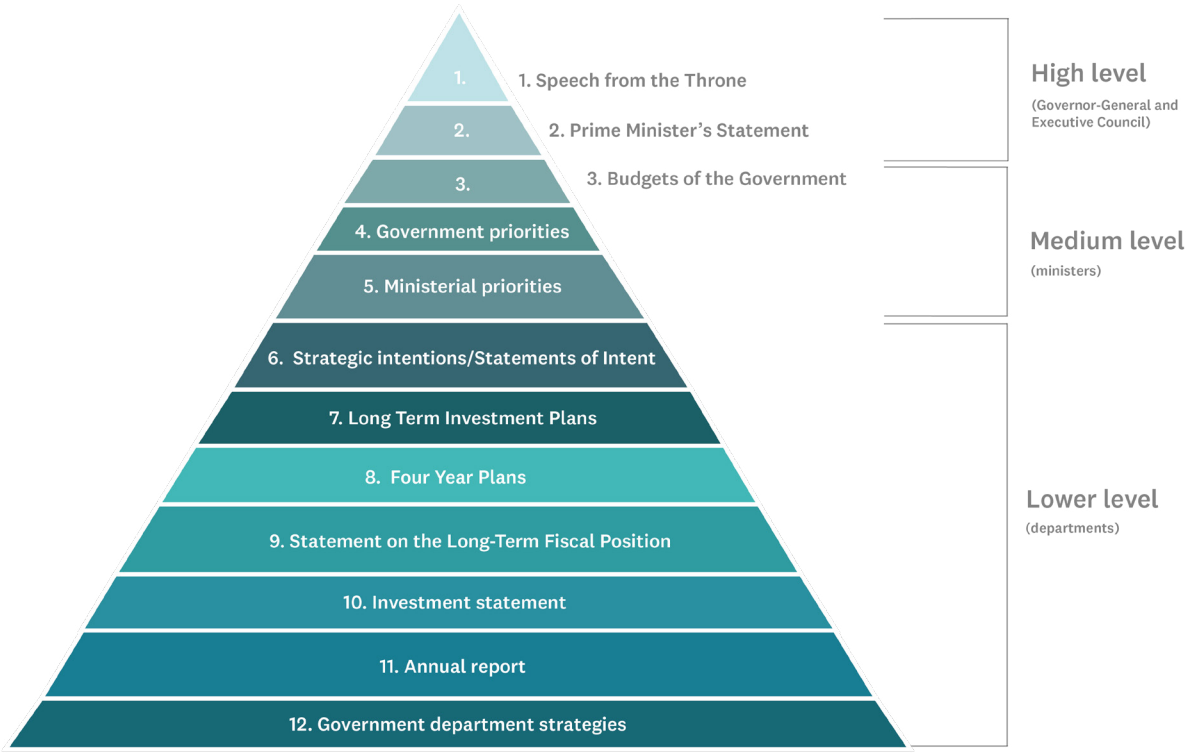
1. A GDS must be a publicly available statement or report.
2. A GDS must be generated by government departments with a national rather than a local focus.
3. A GDS must demonstrate long-term thinking presented in such a way that the strategy links to a long-term vision or aim, and ideally provides clarity over the factors that may impinge on the attainment of that vision or aim.
4. A GDS must guide the department's thinking and operations over the long-term (i.e. contain a high-level work programme to achieve change over two years or more).

Given this definition, the Institute does not consider other corporate and strategic documents (such as annual reports, strategic intentions/Statements of Intent or Four Year Plans) to be GDSs (see Figure 1). However, these other corporate documents should complement their department's strategies. Ideally, they should also cite their respective operational GDSs in order to support integrated thinking. This important 'integration' element is assessed by the *GDS Scorecard* as part of element 6: 'Alignment and Authority'.

1.2 Strategic Instruments in the Public Service

Figure 1 below illustrates the key government instruments that connect, drive or align the strategic thinking of government. In most cases, the instruments remain generic over successive governments, but there are sometimes a few areas of difference. The figure and its accompanying descriptions set out the general framework, rather than a specific framework as at 2019, in order to provide a contextual landscape for the GDS documents, and more broadly for the upcoming McGuinness Institute *Project 2058* report titled *Report 15 – Strengthening Strategy Stewardship in the Public Service*.

Figure 1: Strategic Instruments in the Public Service



1. **Speech from the Throne**
(Published at the start of a new Parliament with a horizon out to the election of a new government)

The Speech from the Throne is given by the Governor-General as part of the State Opening of Parliament (New Zealand Parliament, 2017). Its purpose is to 'explain the reasons for summoning Parliament' and it usually announces the government's policy and legislative proposals (DPMC, 2017a).

2. **Prime Minister's Statement**
(Published every year with a 12-month horizon)

The Prime Minister's Statement to the House takes place on Parliament's first sitting day at the beginning of the year. It reviews public affairs and outlines 'the Government's legislative (and other policy) intentions for the year ahead' (New Zealand Parliament, n.d.). It occurs each year 'unless it is the first day of Parliament (followed by the State Opening, with a Speech from the Throne) or an Address in Reply debate was commenced less than three months prior to the first sitting day' (DPMC, 2017b). See Prime Minister's Statement summaries from 2006–2018 in *Working Paper 2019/02 – Lists*, List N.

3. **Budgets of the Government (including Budget Speech, Budget Policy Statement and Fiscal Strategy Report)**
(Published every year with a 12-month horizon)

These policy instruments are embedded in the Public Finance Act 1989. The Budget Policy Statement is usually issued the year before the Budget it relates to and sets out the Budget priorities. In 2018, in preparation for the 2019 Budget, Treasury stipulated that:

> All new spending initiatives submitted for Budget 2019 will need to demonstrate alignment with the Government's overall priorities, present a strong intervention logic and evidence, show detailed cost understandings and provide a strong narrative on how the assumed outcomes of the initiative will impact on wellbeing domains. Where applicable, the initiatives should also demonstrate cross-agency and cross- portfolio collaboration. (Treasury, 2018a, p. 6)

See the five Budget priorities listed in *Working Paper 2019/02 – Lists*, List M.

The Budget Speech is given by the Minister of Finance to the House. It outlines the fiscal strategy for the Budget and can include policy changes (New Zealand Parliament, 2019). The Fiscal Strategy Report sets out the budget responsibility rules and can be found in a specific section of the Budget itself (Treasury, 2019). The Fiscal Strategy Report is also published every year but, unlike the rest of the Budget, it includes a long-term horizon of at least ten years and a short-term horizon of three years (Treasury 2019).

4. **Government priorities**
(Publication varies depending on government and horizon is unspecified)

There is no requirement for governments to publish a formal outline of their priorities embedded in legislation. However, various governments have published documents that fulfil this purpose under different titles. The most recent of these is often referred to as the 'Government's Priorities' (New Zealand Government, 2018). The document referred to is formally titled *Our Plan*, and was published in 2018 as the Coalition Government's long-term plan for New Zealand. The plan outlines three long-term priorities, which are then broken down into 12 priorities (New Zealand Government, 2018). Under the previous government, the most comparable policy instrument was the series of Better Public Service targets introduced in 2012 (SSC, 2018). The initiative set out specific targets to reach in priority areas by 2017; they were revised and archived in 2018 (SSC, 2018).

5. **Ministerial priorities**
(Publication varies depending on government and horizon is unspecified)

There is no requirement for ministers to publish a formal outline of their priorities embedded in legislation. Under the previous National Government, an informal process was established in which ministers (and their departments) are required to prepare and send a dense, information-heavy letter to the Prime Minister every year, setting out what they believe to be the ministry's priorities for that year. The letter goes back and forth between minister and Prime Minister until the priorities are agreed upon. At the discretion of the minister, some ministerial priorities can be found on ministry websites; however, due to the high-level nature of the letters, they are often not publicly available. Examples include 'The Ministry's current policy priorities' and 'Priorities for national direction' (MoE, 2019a; MfE, 2018).

6. **Strategic intentions/Statements of Intent**
(Published every three years or more frequently if requested by the Minister, with a four-year or more horizon)

The requirement for departments to prepare and publish 'the strategic objectives that the department intends to achieve or contribute to' is set out in ss 38–41 of the Public Finance Act 1989 (PFA). Previous sections of the PFA that referred to Statements of Intent were repealed in 2004. Further amendments to the PFA in 2013 allowed agencies to present their strategic intentions in the same document as their annual report (Treasury, 2015, p. 13). This appears to be the primary reason for a change in terminology towards 'strategic intentions', although strategic intentions published in a separate document to the annual report, as allowable under s 39(4)(b) of the PFA, may still be referred to as a Statement of Intent (SOI). Under s 38(4) of the PFA, information about strategic intentions is required at least every three years 'unless required by the Minister or there is significant change' (SSC, n.d.). The strategic intentions or SOI documents demonstrate strategic thinking that 'develops the long term vision, goals and objectives to ground other planning in' (Treasury, 2017).

7. **Long Term Investment Plans**
(Publication varies, with a 10-year or more horizon)

The requirement for government departments to produce Long Term Investment Plans (LTIPs) is set out in a 2015 Cabinet decision (Cabinet Office, 2015, p. 14). The purpose of LTIPs is to 'describe an agency's or sector's investment journey subject to their long term vision and goals' (Treasury, 2017).

Furthermore, 'long term investment planning develops the rationale for, and pipeline of, investments required over the long term journey to arrive at the agreed Strategic Intentions' (Treasury, 2017). The plans are required of 'every investment-intensive agency' and their preparation deadlines are intended to be 'aligned with the rollout of the Investor Confidence Rating' (Treasury, 2017). Although the plans are only formally required to be refreshed every two years, Treasury recommends that they be regularly reviewed and checked against short- and medium-term plans and strategic intentions (Treasury, 2017).

8. **Four Year Plans**
   (Published every year with a four-year horizon)

   Four Year Plans are required by Cabinet rather than being embedded in legislation (Personal communication, 2019). The plans are intended to 'shape and set out the medium-term view for a department' by developing a comprehensive and integrated view in which 'annual work planning, decision making and performance monitoring can be grounded' (SSC, 2017, p. 3; Treasury, 2017). They are ordinarily due every November; however, the McGuinness Institute understands that the requirement for departments to produce them is on hold while a review of strategic planning is underway (SSC, n.d.; Personal communication, 2019).

9. **Statement on the Long-Term Fiscal Position**
   (Published at least every four years with a 40-year horizon)

   The requirement for Treasury to produce a Statement on the Long Term Fiscal Position (LTFP) is set out in s 26N of the PFA. The statement is required at least every four years and is intended to 'project the consequences of current revenue and spending decisions over the next four decades or so and [...] pick up slower-moving trends such as population ageing, the compounding effects of surpluses and deficits, wage and price growth' (Treasury, 2018b).

10. **Investment statement**
    (Published at least every four years with a horizon of two financial years)

    The requirement for Treasury to produce an investment statement to be presented to the House of Representatives is set out in s 26NA of the PFA. The statement is intended to outline assets and liabilities of the Crown, how they have changed over time and how they may be expected to change over the next two financial years (Treasury, 2018c). The statement is also required to 'identify any significant differences between the information specified' as compared to 'the most recent previous Investment Statement' (Treasury, 2018c).

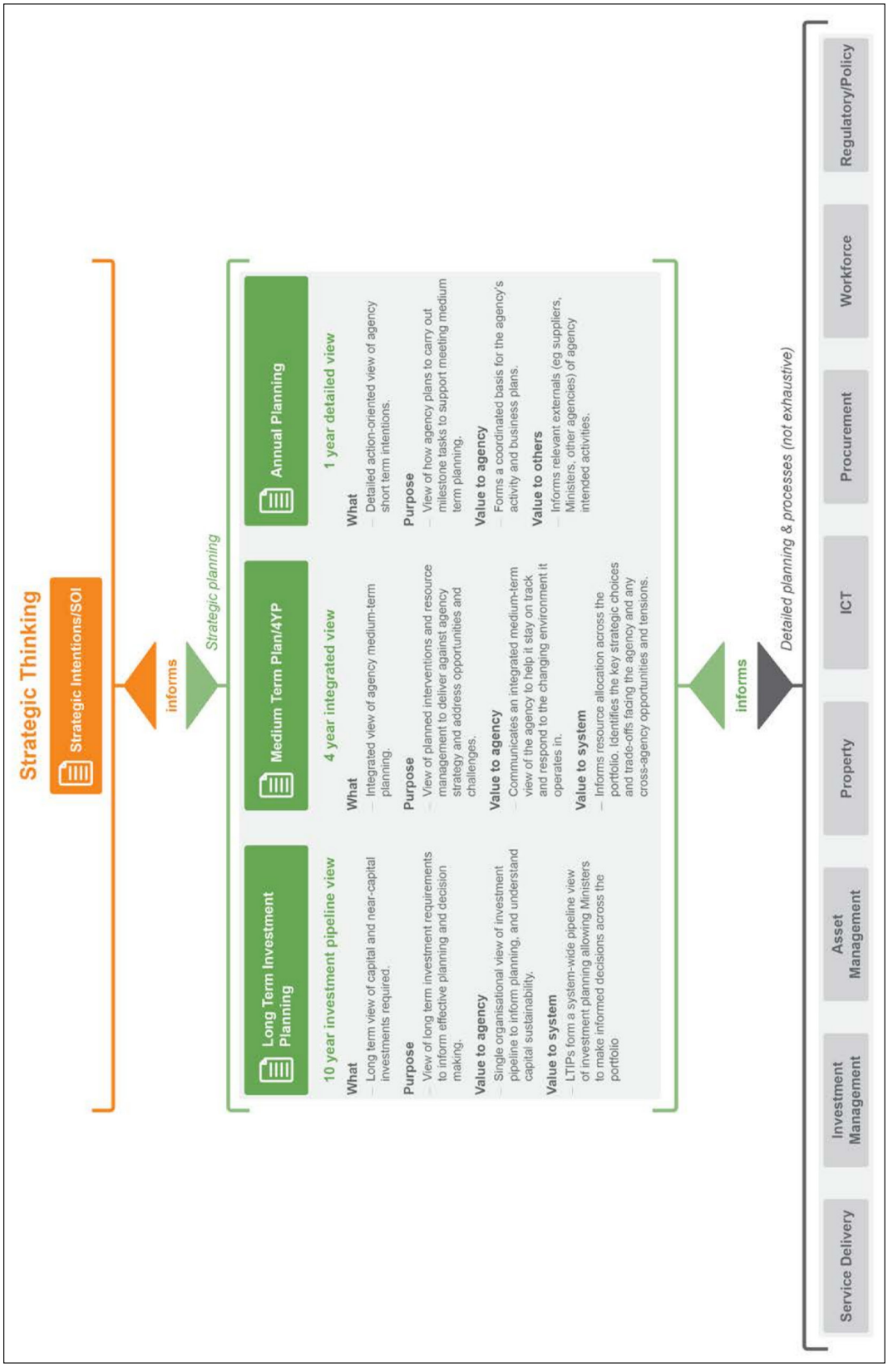
11. **Annual report**
    (Published every year with a 12-month horizon)

    The requirement for government departments to prepare annual reports is set out in s 43 of the PFA. The annual reports are usually due in October every year and are intended to outline 'how the department discharges its accountability to members of Parliament and the public they represent' (SSC, n.d.).

12. **Government department strategies**
    (Publication and horizon varies depending on department ministers and/or CEOs)

    The term government department strategies (GDS) is used by the Institute to refer to strategy documents produced by government, often in discussion with ministers, that do not fall into any of the categories above. These documents are the topic of this paper and of the Institute's *GDS Index*.

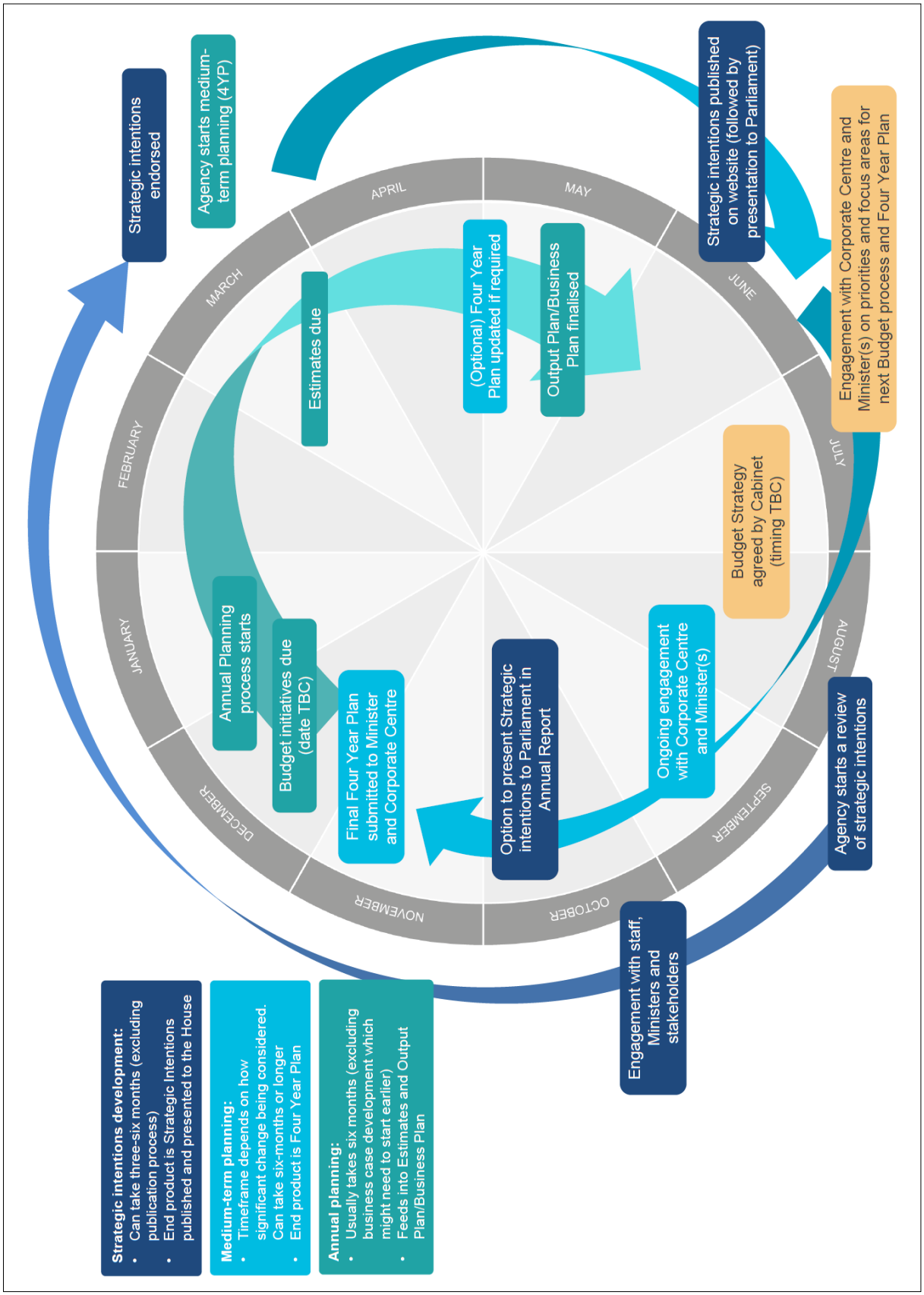
Figure 2: The relationship between strategic thinking and strategic planning
Source: (Treasury, 2015, p. 6)



As illustrated by Figure 2 above, the 'strategic intentions, Four Year Plan and Long Term Investment Plan should all be derived from the same strategic planning process', along with the department's annual planning and reporting (Treasury, 2015, p. 5). These are the 'four inter-related processes that every agency should be doing' (Treasury, 2017).

Figure 3 below further illustrates how some of these instruments work together over time.

Figure 3: Strategic instruments used by government departments over multi-year cycles
Source: (SSC, n.d.)



1.3 Brief history of the term strategy

Given the complexity of the landscape of strategic instruments in the public service, this section attempts to provide further context by exploring the history of the term strategy. The word 'strategy' originates from the Greek term *strategos*, meaning military leader or general. The term was derived from two Greek words: *stratos* (the army) and *agein* (to lead) (Horwath, 2006). Although the term originated in the military, over the last century it has become increasingly used in the private sector and, more recently, in the public sector to differentiate higher level thinking from lower level planning. The history of the term emphasises this important difference.

In 1736 Marshal Maurice de Saxes wrote *My Reveries Upon the Art of War*, in which he argued that commanders of an army must understand both the lesser and higher parts of the art of war. He argued that the lesser parts, 'though elemental and mechanical', covered 'methods of fighting and discipline' and provided the 'base and the fundamentals of the military art'. He went on to discuss the higher, 'sublime' parts of war, which moved beyond 'methodical' thinking towards 'intellectual' thinking (a level not suitable to the everyday foot soldier). He argued that a commander must embody talent and excellence in both the lower and higher parts in order to be an expert in the 'sublime' art of war (Freedman, 2017, p. 99).

In 1772 Jacques-Antoine-Hyppolyte, Comte de Guibert wrote *Essai Général de Tactique*, which once more broke down military tactics into two levels in which the first, elementary level of tactics contained 'all detail of formation, instruction, and exercise of a battalion, squadron or regiment' and the second, more superior level of tactics was the science of the generals and was 'of itself everything, since it contains the art of conveying action to troops' (Freedman, 2017, p. 100).

With the emergence of both tactics and strategy as means of determining military action, Heinrich von Bülow (who served in the Prussian Army) theorised in 1799 that 'all operations of which the enemy was the object, were operations of Tactics; and that those of which he was merely the aim and not the direct object, were made part of Strategics'. He argued that 'rather than fight a "hostile army", better to attack the means by which this army kept itself supplied, which meant that the "flanks and rear must be the objective operations," even in an offensive war, and frontal operations should be avoided' (Freedman, 2017, pp. 101–102).

There are many definitions of 'strategy', including those that differentiate the term from 'plan', but the debate over how these two terms operate in practice continues today. Henry Mintzberg, in his book *The Rise and Fall of Strategic Planning* (1994), became frustrated with the increased use of the term 'strategic planning' and noted that 'strategic planning is an oxymoron' (Bassett, 2012). Patrick Bassett draws the distinction by stating that 'the minute a formal strategic planning process codifies into goals and action steps, it ceases to be strategic' (Bassett, 2012). In reality, strategies and plans exist on a continuum, opening everything to debate over where it fits.

2.0 Analysis of listed GDSs

2.1 The GDS dataset

The GDS dataset as at 31 December 2018 consists of 413 operational and archived GDSs. The *2015 GDS Index* was the primary starting point for the 2018 dataset.

All GDSs were analysed by original publication date unless otherwise indicated. This is because the *2018 GDS Index* found instances where (i) names had been changed, (ii) GDSs had been transferred between departments and (iii) GDSs had been updated (tweaked rather than fully replaced). Given these three complications, the best identifier and primary starting point for the dataset was the original date the GDS was published.

Figure 4 illustrates all GDSs (operational and non-operational) in the dataset in order of their original publication date. The same graph is repeated in Figure 5 with red colour-coding to represent Labour-led Governments and blue colour-coding for National-led Governments and an 'E' below years in which an election took place. It is interesting to note that election years have tended to be the years with the most GDS documents published.

Figure 4: Total GDSs [413] by year published

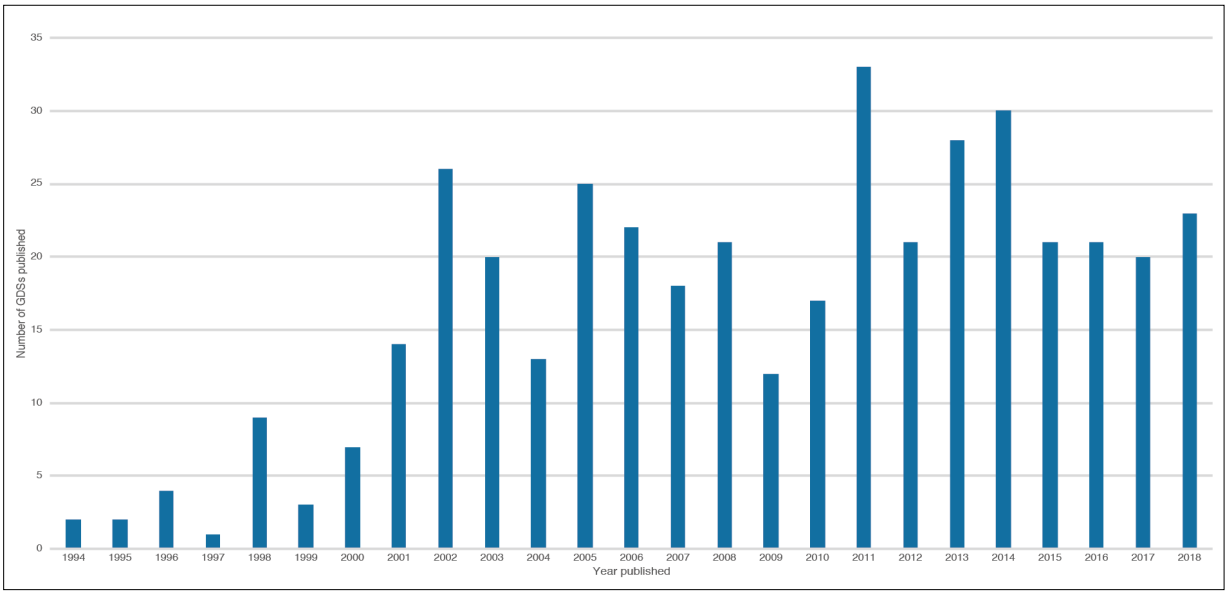


Figure 5: Total GDSs [413] by year published with election details

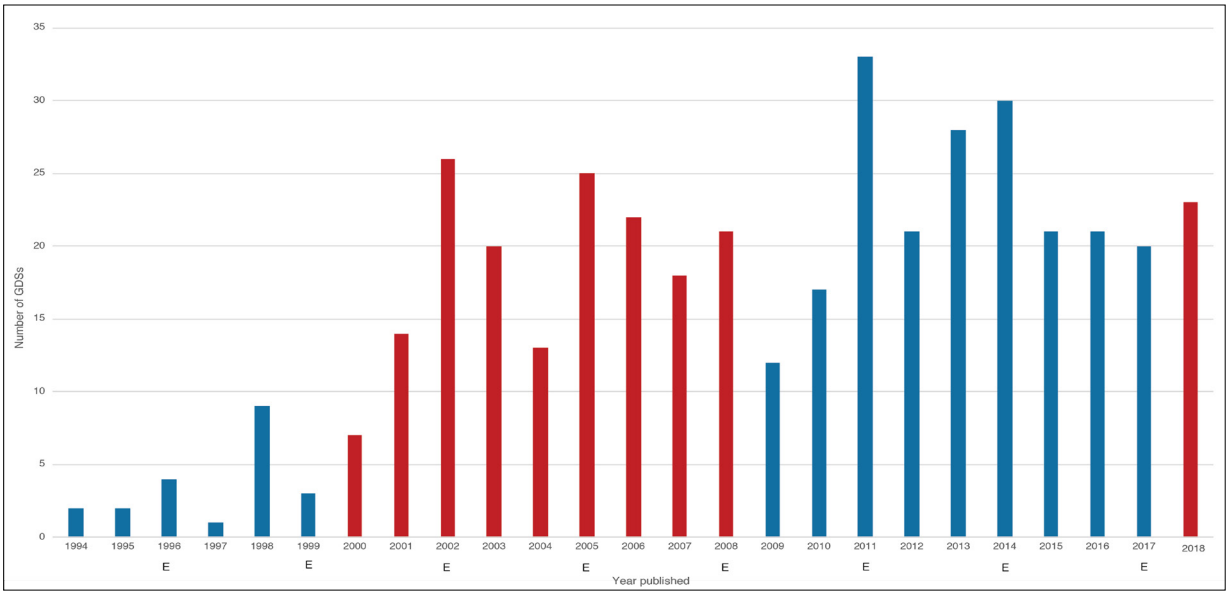
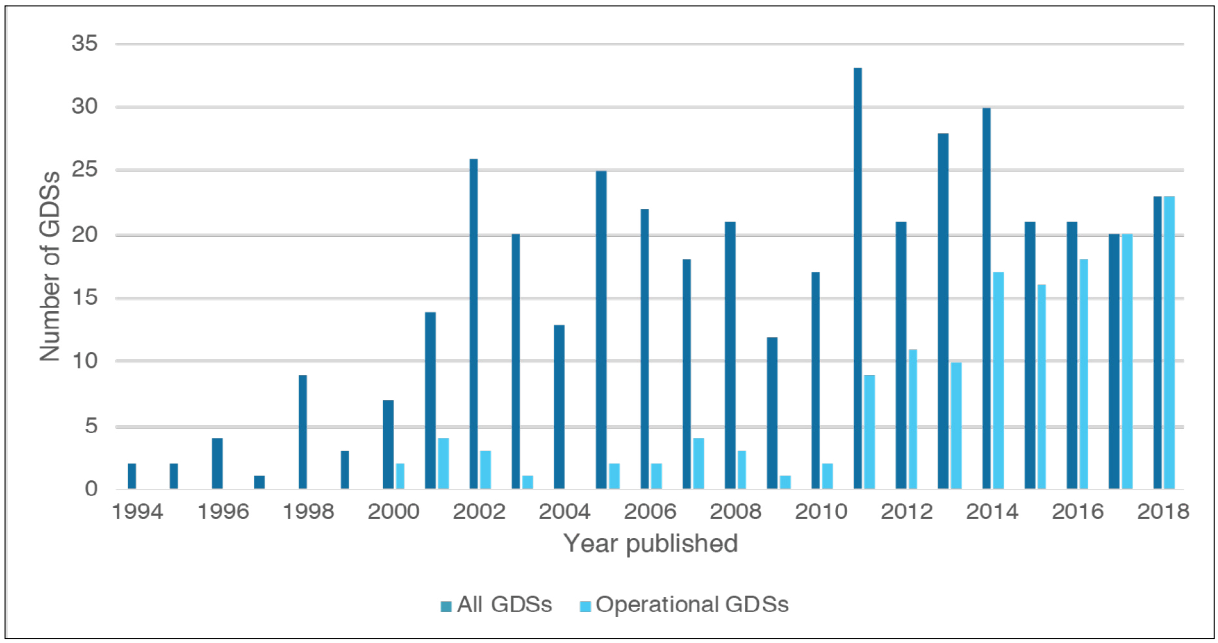


Figure 6 compares the total number of GDSs to the number of GDSs operational as at 31 December 2018 by the year they were originally published. It illustrates that no GDSs operational in the *2018 GDS Index* were published before 2000, and the majority (78 GDSs or 53%) were published in the last four years (15 GDSs in 2015, 18 in 2016, 20 in 2017 and 25 in 2018). The average age of an operational GDS as at 31 December 2018 is 4.5 years and the average age of an archived GDS is 6.71 years.

Figure 6: Total [413] and operational GDSs [148] by year published



Figures 7 and 8 illustrate the number of operational GDSs held by each government department as at 31 December 2018. The Ministry of Health holds significantly more operational GDSs than any other government department, with more than double the number held by MBIE. Nine government departments hold only one operational strategy each. Four government departments do not hold any operational GDSs.

Figure 7: Operational GDSs [148] by department (pie chart)

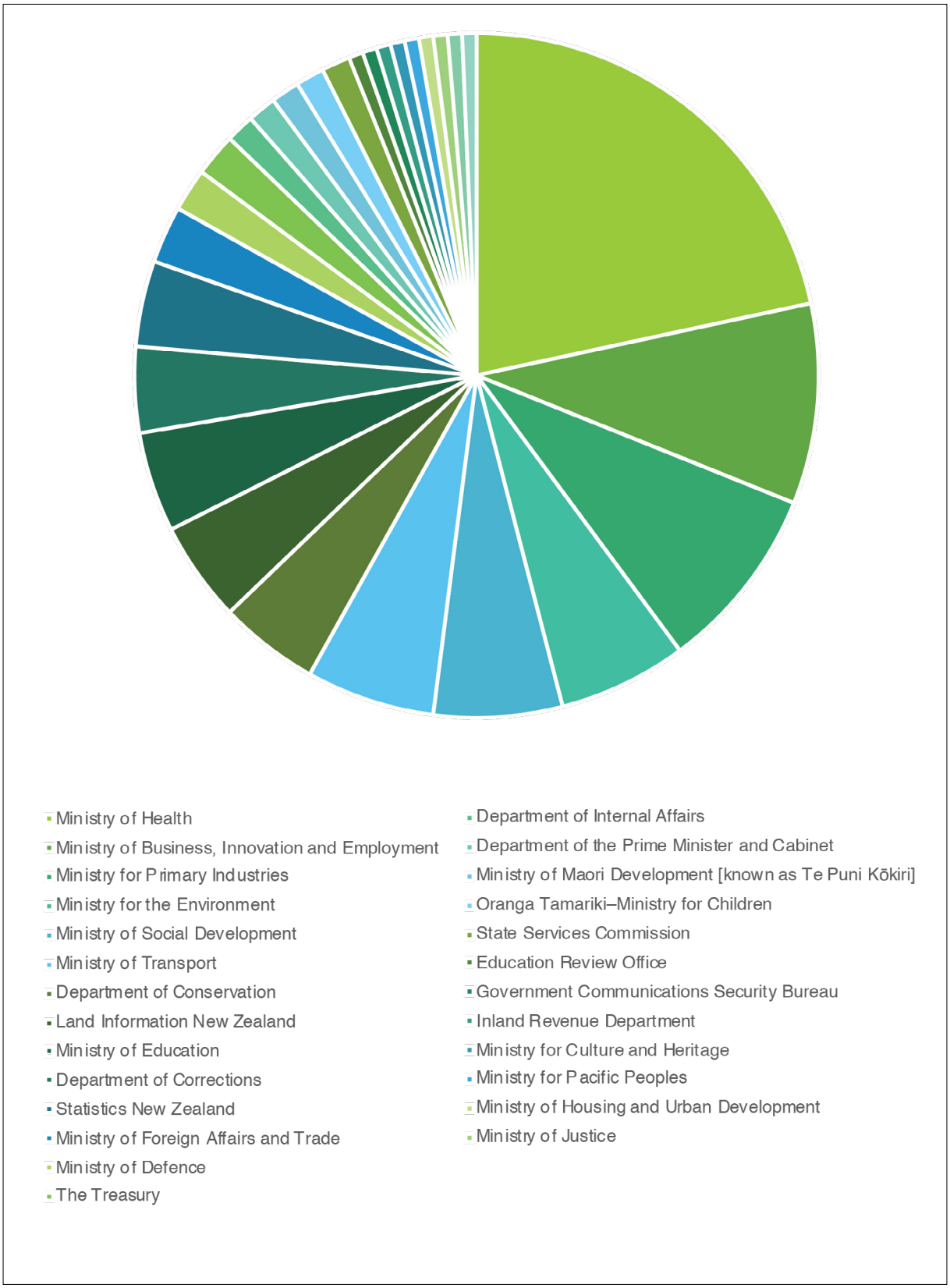
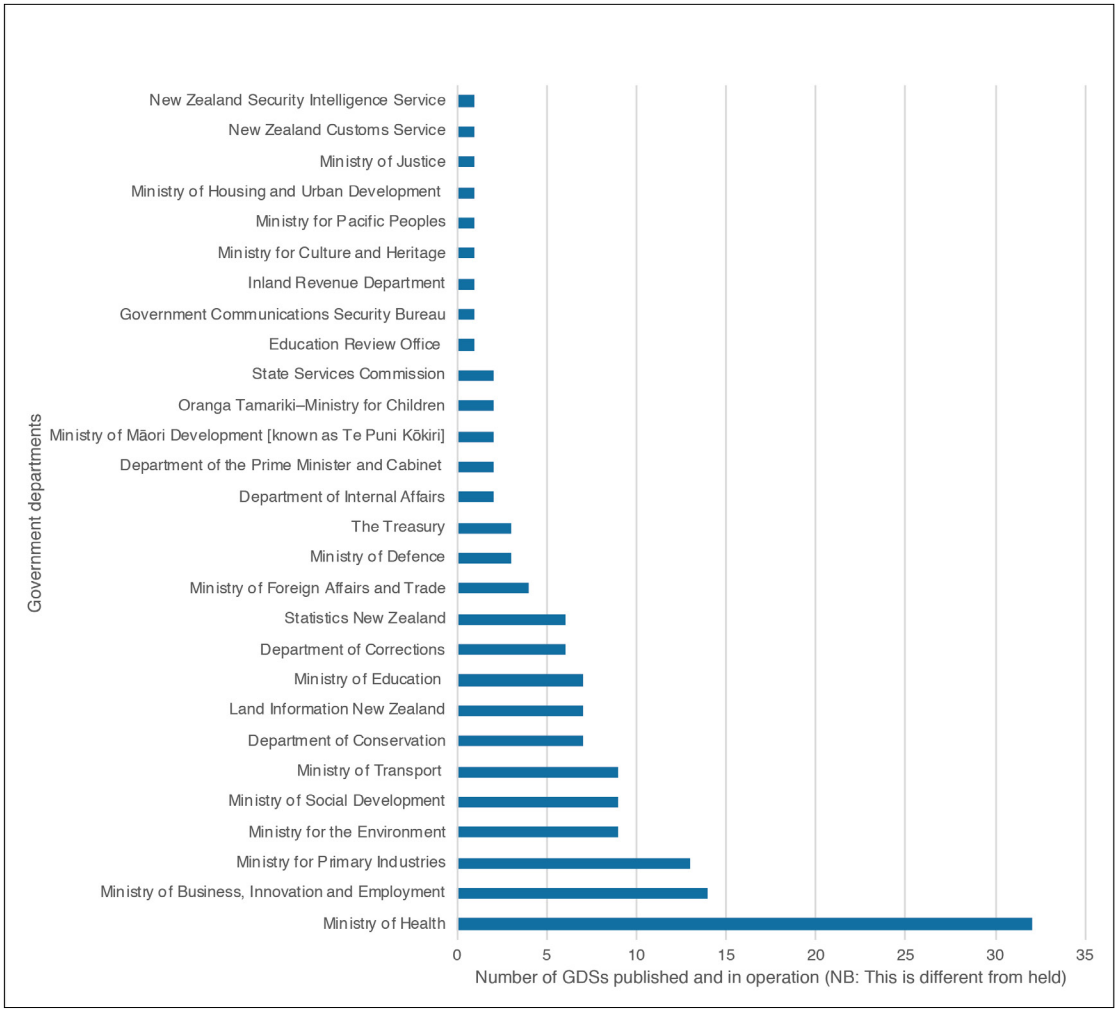


Figure 8: Operational GDSs [148] by department (bar chart)



2.2 Breakdown of the GDS data set by key characteristics

This section provides a breakdown analysis of the GDS dataset by various key characteristics. The first few characteristics are drawn directly from *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018* and correspond to the different lists in that paper. These first characteristics are:

1. jointly held,
2. replaces a previous GDS,
3. transferred to another department,
4. shared by departments across Budget Votes,
5. released as part of a series,
6. updated after initial publication and
7. required under legislation.

The next few characteristics are additional features that the Institute found notable throughout the research process:

8. length by number of pages,
9. signed or not signed,
10. page number where publication date was found,
11. use of te reo Māori and Pasifika languages for titles

12. change of title and
13. online accessibility.

1. Jointly held

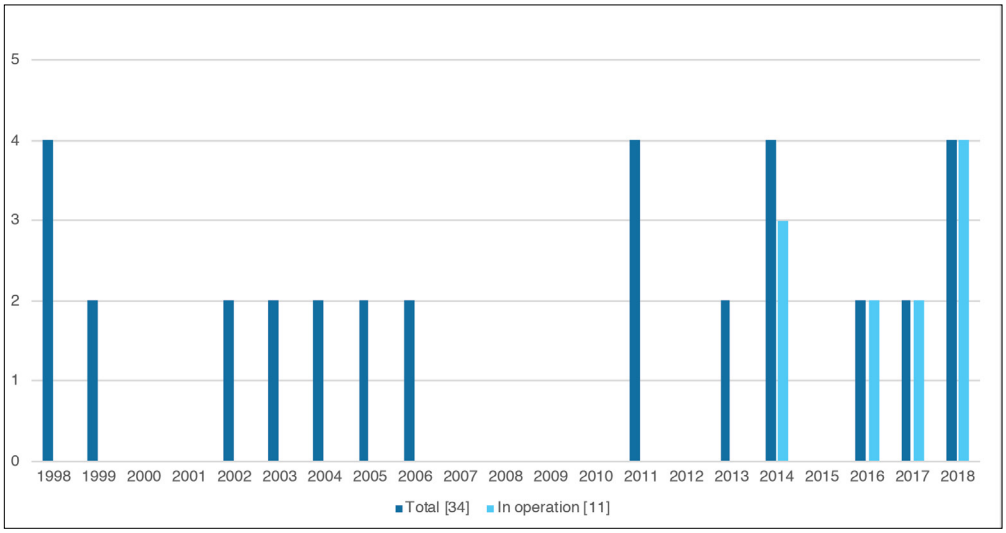
Since 1994 there have been 34 GDSs jointly held across government departments. There has been no notable change in this practice over that time. Of those 34 jointly held GDSs, 11 are operational as at 31 December 2018, meaning 7% of operational GDSs (11 out of 148) are jointly held.

One jointly held GDS became solely held in the last three and a half years. This was *Tertiary Education Strategy 2014* [GDS072], which was jointly held between MBIE and MoE but then became solely held by MoE. As the publishing date of the GDSs was taken as the starting point for the dataset, this strategy is recorded as jointly held (see year 2014 in Figure 9 below).

Jointly held GDSs appear on the *2018 GDS Index* under each department they are held by (i.e. more than once). This is because, as part of the scoring and ranking process, they are scored against the corporate documents of their departments (see element 6: Alignment and Authority, as explained in Appendix 3 of *Working Paper 2019/01 – Methodology for the Government Department Strategies Index New Zealand*). The following six strategies were jointly held between departments and appeared on the *2018 GDS Index*:

- Mātauranga Whakauka Taiao – Environmental Education for Sustainability [GDS006, GDS048] (jointly held between DoC and MfE)
- Diversity and Inclusion Strategy 2017–2020 [GDS019, GDS135] (jointly held between GCSB and NZSIS)
- Essential Freshwater [GDS050, GDS041] (jointly held between MPI and MfE)
- Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan for Science In Society [GDS059, GDS073] (jointly held between MoE and MBIE)
- Tertiary Education Strategy 2014 [GDS072] (was jointly held between MBIE and MoE but then became solely MoE)
- Disability Strategy 2016 [GDS107, GDS120] (jointly held between MSD and MoH).
- The maximum number of departments a specific GDS has been held by is four. *Rena: Long-term Environmental Recovery Plan* [GDS096, GDS008, GDS245, GDS075] (2011) was jointly held between DoC, MfE, MPI and MoT. It is no longer operational.

Figure 9: Jointly held total [34] and operational GDSs [11] by year published



2. Replaces a previous GDS

Out of 148 operational GDSs, 25% (37 out of 148) replaced a previous GDS. In total, 8% of all GDSs (135 out of 413) have replaced a previous GDS. See List F in *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018.*

3. Transferred to another department

Nine GDSs were transferred from one department to another over the last three and a half years. Of these, only five are still in operation. See List G in *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018.*

4. Shared by departments across Votes

Two departments shared GDSs across more than one Budget Vote: MBIE and MoJ. See List H.2–H.4 in *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018.*

5. Released as part of a series

Seven departments released GDSs as part of a series. See List I in *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018.*

6. Updated after initial publication

Four GDSs were updated after their initial publication but were not considered to have been materially changed. See List J in *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018.*

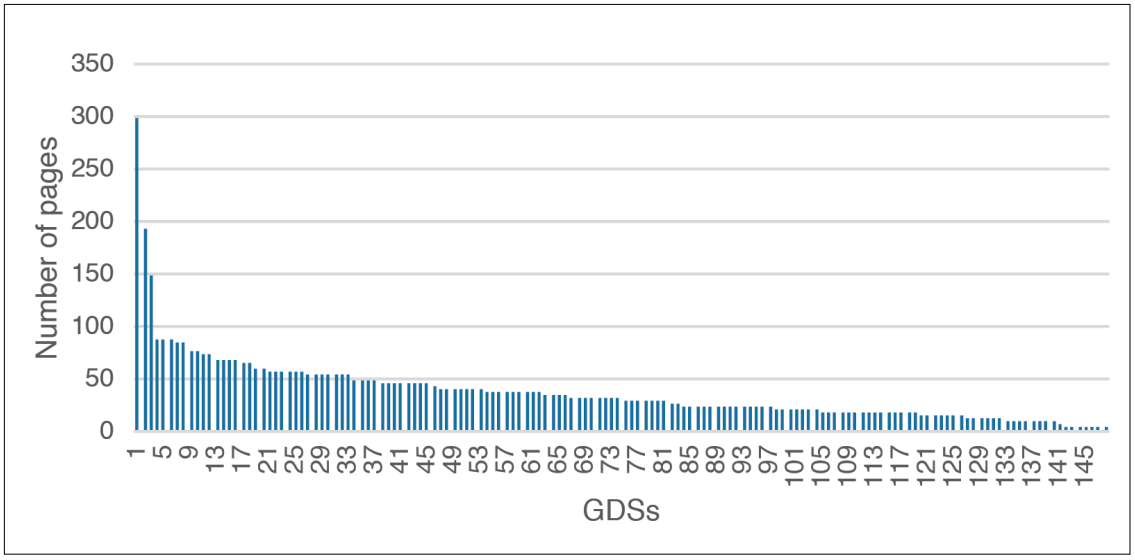
7. Required under legislation

As part of retrospective research, the Institute found that 15 GDSs were specifically referred to in legislation. See List L in *Working Paper 2019/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018.*

8. Length by number of pages

The vast majority of GDSs in operation as at 31 December 2018 have fewer than 50 pages. The statistical outliers are three documents with respective page lengths closer to 150, 200 and 300 pages. The longest GDS document was 298 pages, the shortest was one page and the average length was 36 pages.

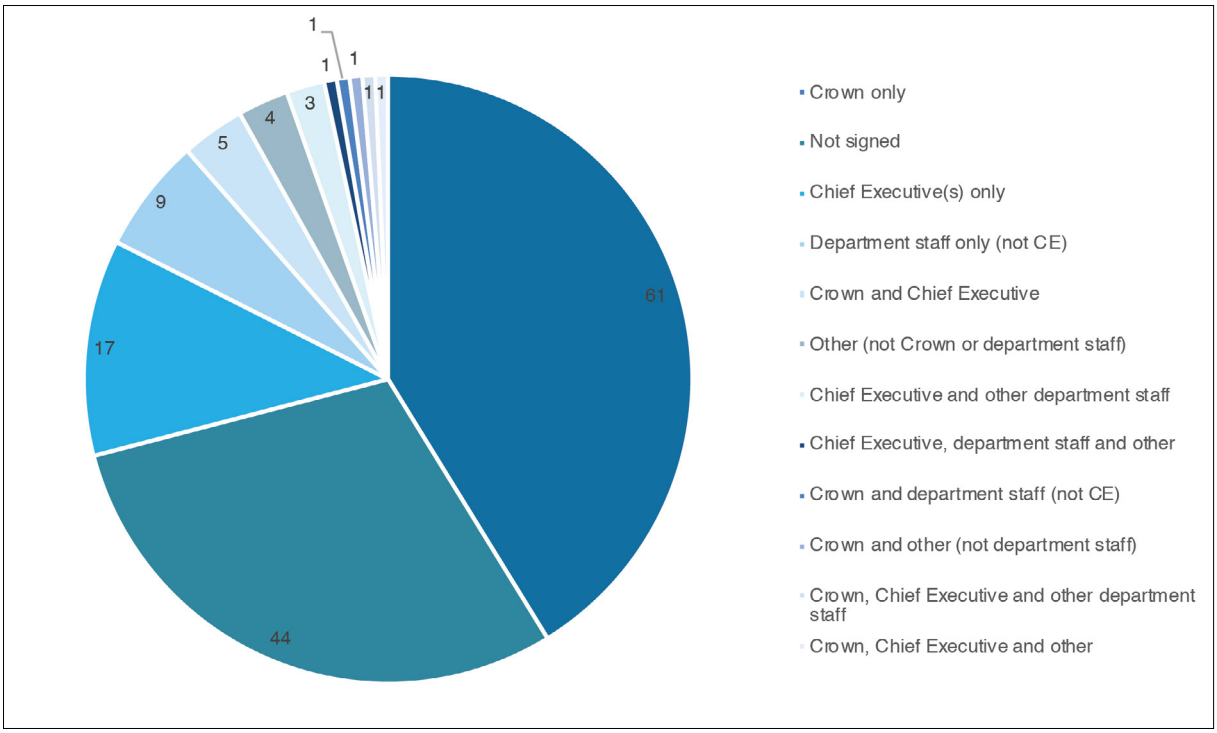
Figure 10: Length of operational GDSs [148] from highest to lowest by number of pages



9. Signed or not signed

The majority of GDSs in operation as at 31 December 2018 (approximately two-thirds) were signed either only by the Crown or not at all. Chief Executives were the next most common signatories, followed by other department staff members. Figure 10 below illustrates the full breakdown of signatories.

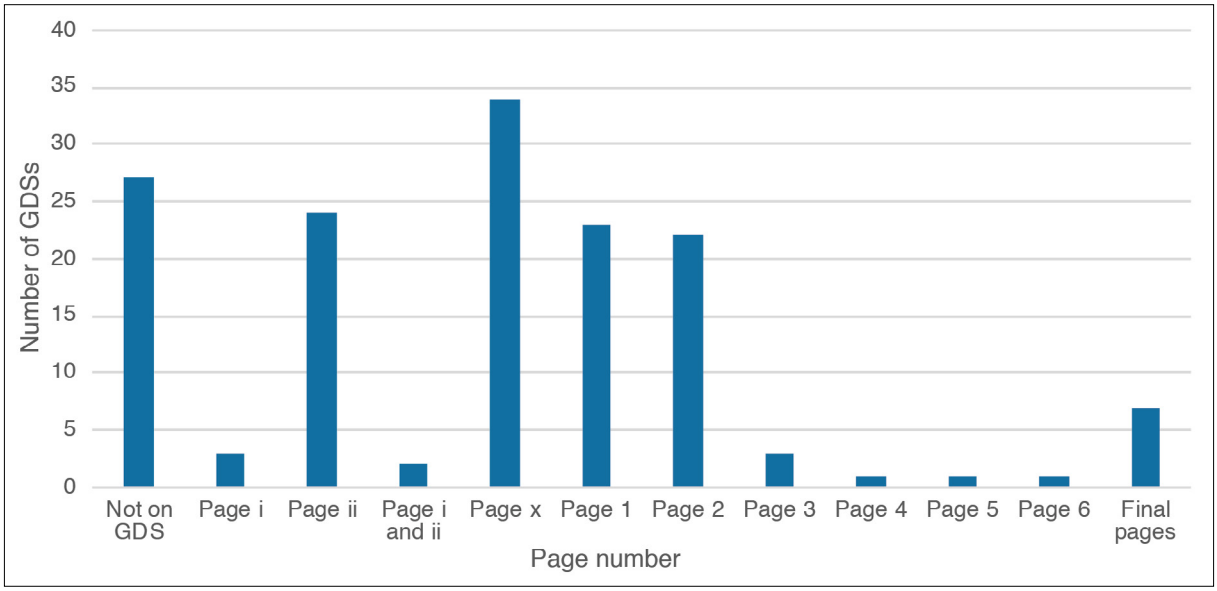
Figure 11: Signatories of operational GDSs [148]



10. Page number where original publication date was found

Most operational GDSs included the original publication date in the first few pages. However, a significant number of GDSs did not include their publication date anywhere in the document. Figure 12 below illustrates the page numbers where the publication dates of operational GDSs were found.

Figure 12: Operational GDSs [148] by page number of year published



11. Use of te reo Māori and Pasifika languages for titles

Out of a total of 32, 13 government departments have titles for their GDSs that use te reo Māori and English in tandem. Ministry of Business, Innovation and Employment and the Ministry of Education both had the most bilingual strategy names with four each. Only 25 out of 148 operational GDSs (17%) have titles that use both te reo Māori and English. Of the 25, two were jointly held, leaving 23 unique GDS documents.

The Department of the Prime Minister and Cabinet, Education Review Office, Government Communications Security Bureau, Inland Revenue Department, Ministry for Culture and Heritage, Ministry for Pacific Peoples, Ministry of Defence, Ministry of Foreign Affairs and Trade, Ministry of Housing and Urban Development, Ministry of Transport, New Zealand Customs Service, Oranga Tamariki – Ministry for Children, State Services Commission and Statistics New Zealand all only use English titles for their strategies.

There seems to be no direct correlation between a strategy having a title in te reo Māori and the strategy having a specific Māori viewpoint. For example, Department of Internal Affairs' strategy *Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic directions to 2030* [GDS014] does not have a particular Māori focus. There are also plenty of Māori-focused strategies that only have English titles, such as Ministry of Maori Affairs' *Māori Housing Network Investment Strategy* [GDS115]. Departments also appear to be internally inconsistent in their use of te reo Māori strategy titles. The Ministry of Education, for example, holds seven operational strategies, four of which have titles in te reo Māori and three of which do not.

Two other strategies incorporate Pasifika languages in their titles: the Ministry of Health's *'Ala Mo'ui – Pathways to Pacific Health and Wellbeing* [GDS096] and *Faiva Ora 2016-2021 – National Pasifika Disability Plan* [GDS108].

2.2.12 Change of title

One GDS had a title change between the 2014 and *2018 GDS Index*. This was the first time this has happened since the *GDS Index NZ* began in 2014. A Ministry of Justice GDS was moved to Oranga Tamariki, leading to a change in title from *Youth Crime Action Plan* to the *Youth Justice Work Programme*. It can be identified in the *2018 GDS Index* with the number [GDS137].

2.2.13 Online accessibility

Out of the 32 government departments, five have publicly listed their strategies on their respective websites: Department of Conservation; Land Information New Zealand; Ministry of Business, Innovation, and Employment; Ministry of Education and The Treasury (DoC, n.d.; LINZ, 2019; MBIE, n.d.; MoE, 2019b; Treasury, 2018d).

This provides an example of best practice from a departmental perspective. Being efficient, transparent, and publicly involved are vital qualities of government and thus of government departments. Searching for specific strategies online allows members of the public to become more informed about what a given government department's strategies consist of. This is particularly important and useful when undertaking a public consultation process.

2.3 Changes since the 2015 GDS Index

This section provides a breakdown analysis of the changes in the GDS dataset from the *2015 GDS Index* to the *2018 GDS Index*.

2.3.1 Additional GDSs

66% of additional operational GDSs (64 out of 97) were published in the last three and a half years.

82 new operational GDSs were added between the *2015 GDS Index* and the *2018 GDS Index* – a significant increase.

Six GDSs published before 2015 were retrospectively added by government departments to the *2018 GDS Index*. This is particularly interesting given that the 2015 data was obtained with OIA requests, because it implies that there is scope to improve transparency and top-down ownership of GDSs.

Figure 13 below provides a breakdown of the 148 operational GDSs by the year they were first scored for the *GDS Index*.

Figure 13: Operational GDSs [148] by year of first scoring for GDS Index

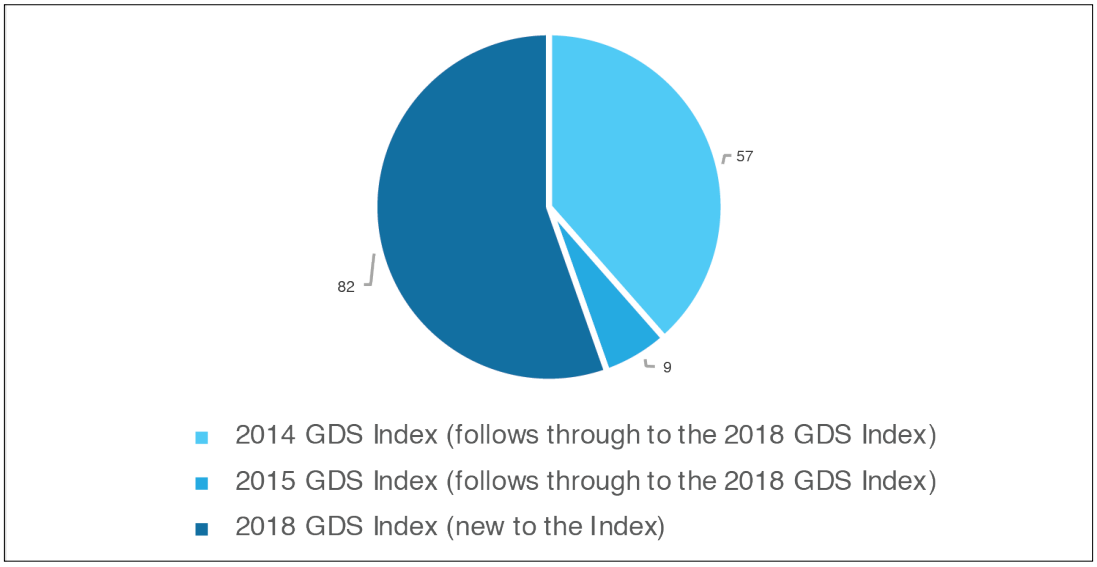
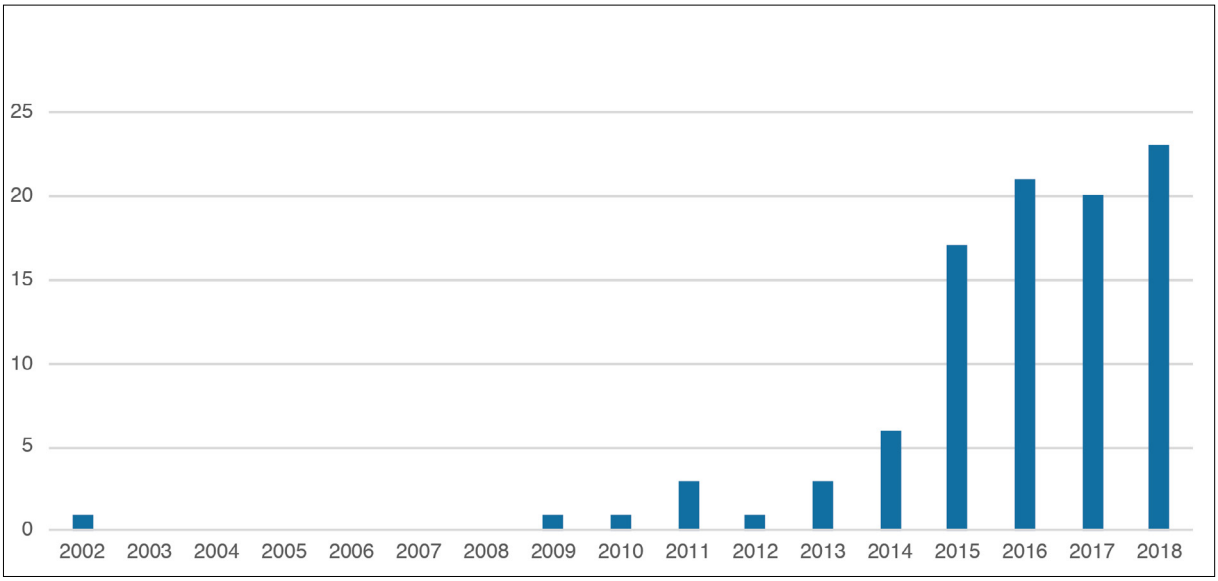


Figure 14 below illustrates the original publication dates of operational GDSs added over the last three and a half years.

Figure 14: GDSs added between 1 July 2015 and 31 December 2018 [97] by year published

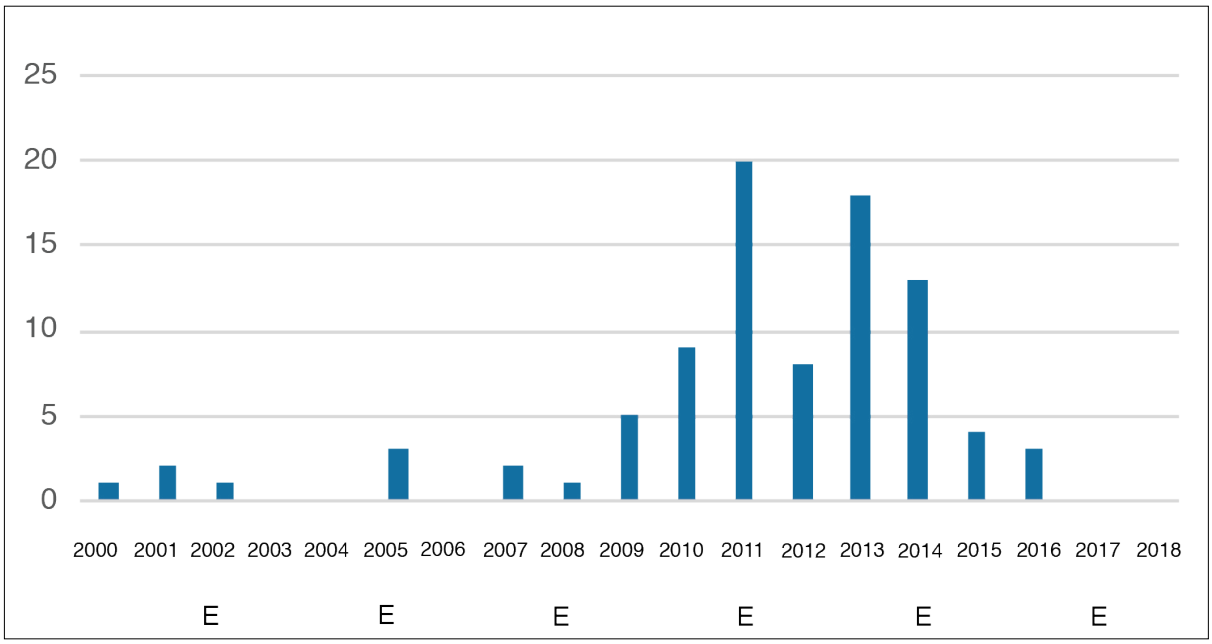


2.3.2 Archived GDSs

Of the 90 GDSs archived between the *2015 GDS Index* and the *2018 GDS Index*, 15 were archived between 1 July 2015 and 31 December 2018. As noted above, six of the 15 archived GDSs were retrospectively added by departments. This means that nine of the 15 GDSs archived between 1 July 2015 and 31 December 2018 were operational for less than three and a half years.

The oldest GDS archived between 1 July 2015 and 31 December 2018 was 18-years-old, published in 2000. The most recent GDS archived over that period was two-years-old, published in 2016. The average age of a GDS archived in the last three and a half years was 6.71-years-old, assuming an archive date of 31 December 2018. The figure below illustrates the publication dates of those GDSs archived in the last three and a half years.

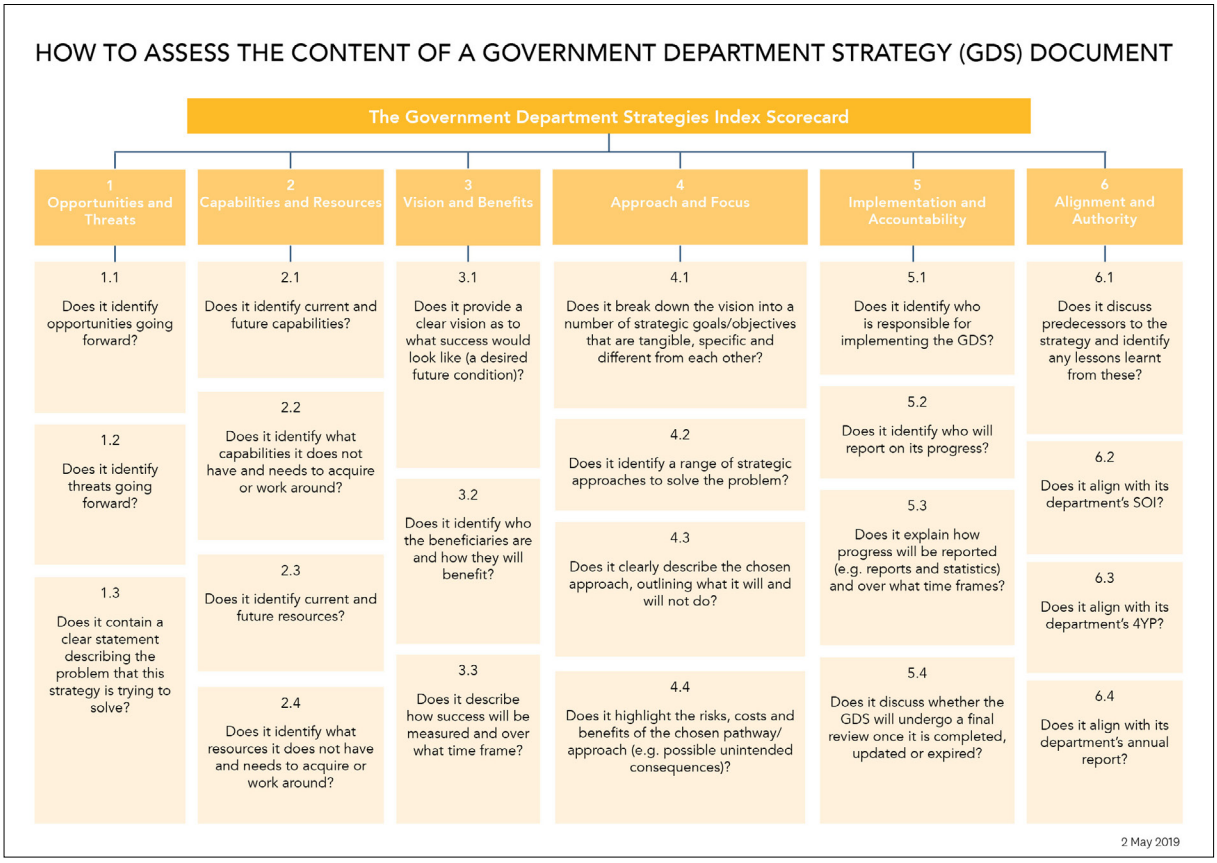
Figure 15: GDSs archived between 1 July 2015 and 31 December 2018 [90] by year published



3.0 Analysis of scored GDSs

This section provides a breakdown of the operational GDS dataset based on the scoring of each GDS across six elements. The Scorecard outlining the six elements is provided below.

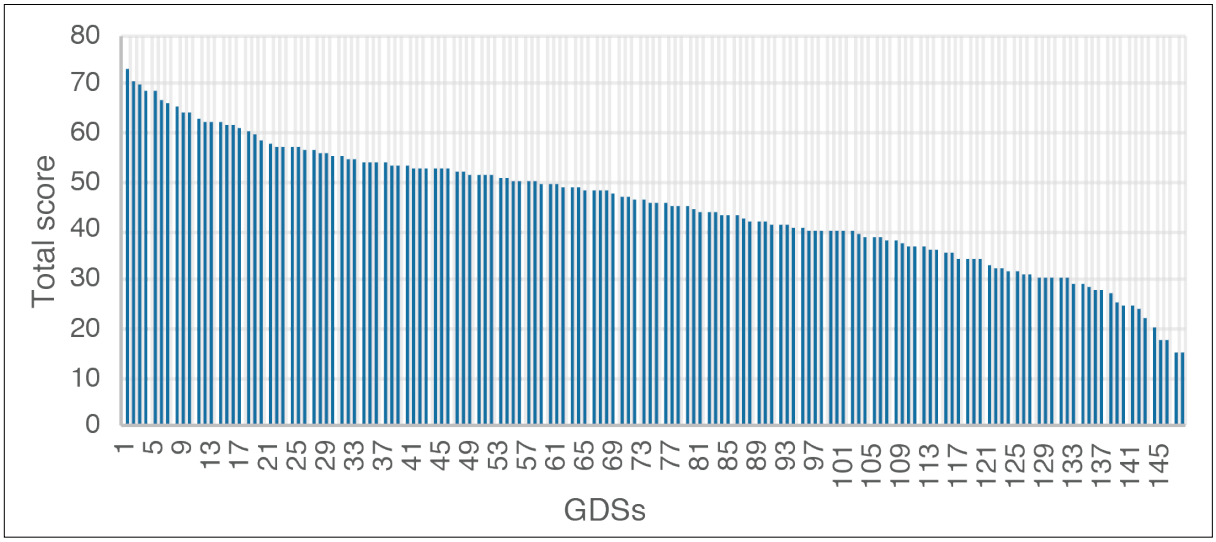
Figure 16: GDS Scorecard



GDSs were scored out of a possible 96 points. The figure depicts the total scores of operational GDSs from highest to lowest. The highest score was 73 and the lowest score was 15, with a relatively even distribution across all scores in between.

The top-ranked GDS in the *2018 GDS Index* is MPI's *Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru* [GDS030], with 73 points. This is an increase of one point from the *2015 GDS Index*, in which this GDS ranked fourth. MoH's *Rising to the Challenge – The Mental Health and Addiction Service Development Plan* [GDS092] was the second highest-ranked GDS document, with 70.5 points, having been ranked first-equal for the *2015 GDS Index*, with a score of 73.5 points. Two of the top-ranked strategies on the *2015 GDS Index*, Canterbury Earthquake Recovery Authority's (CERA) *Recovery Strategy for Greater Christchurch, Mahere Haumanutanga o Waitaha* [GDS001] (ranked first-equal) and the Department of the Prime Minister and Cabinet's (DPMC) *Tackling Methamphetamine: An Action Plan* [GDS032] (ranked third on the *2015 GDS Index*) were archived between 1 July 2015 and 31 December 2018 and so were not scored for the *2018 GDS Index*.

Figure 17: Total scores of operational GDSs [148] from highest to lowest



The figure below depicts the average score for each element across operational GDSs. Element 3: *Vision and Benefits* was the most common element to score highly in, closely followed by element 1: *Opportunities and Threats*. Elements 2: *Capabilities and Resources*, 4: *Approach and Focus* and 5: *Implementation and Accountability* had the lowest average scores, with element 6: *Alignment and Authority* falling in the middle.

Figure 18: Average scores of operational GDSs [148] by element

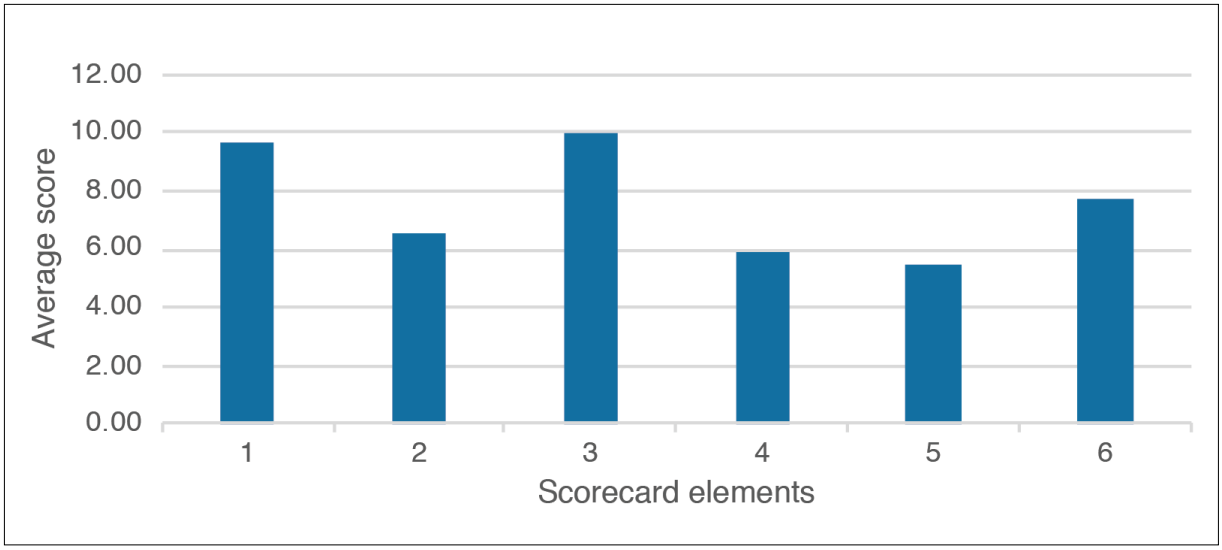
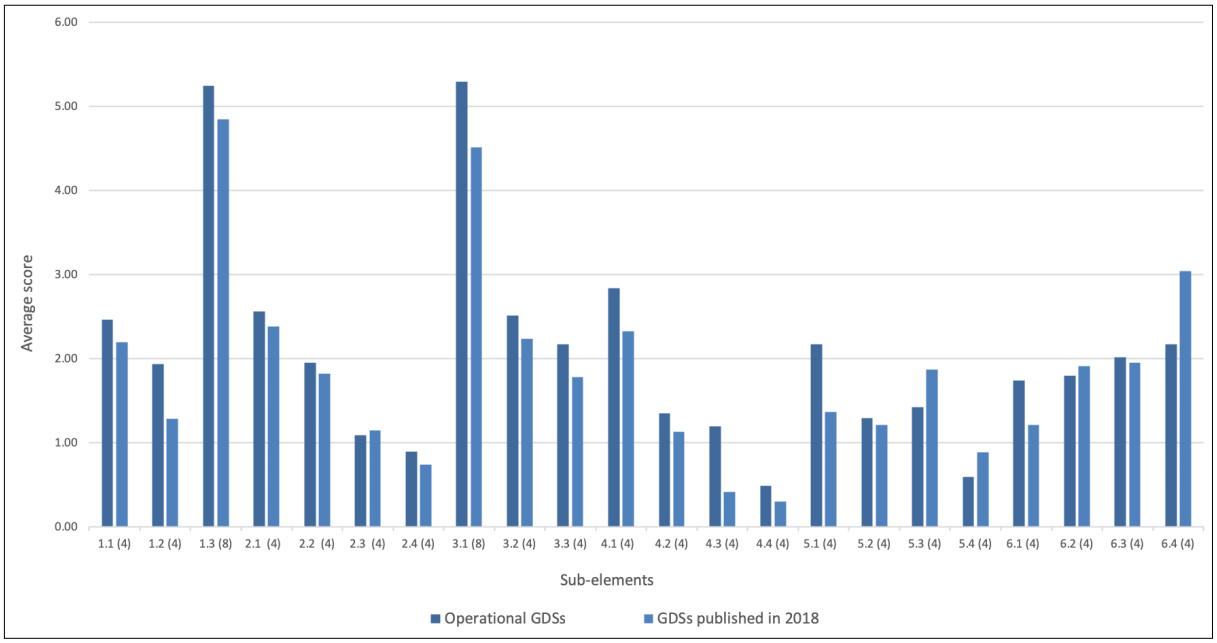


Figure 19: Average scores of operational GDSs [148] and GDSs published in calendar year 2018 [23] by sub-element



This section provides examples of best practice across each of the 26 sub-elements, selected by reviewers. Each example within this section received the highest available score within its respective sub-element. They were selected based on a number of factors including clarity, succinctness, presentation and overall quality of information.

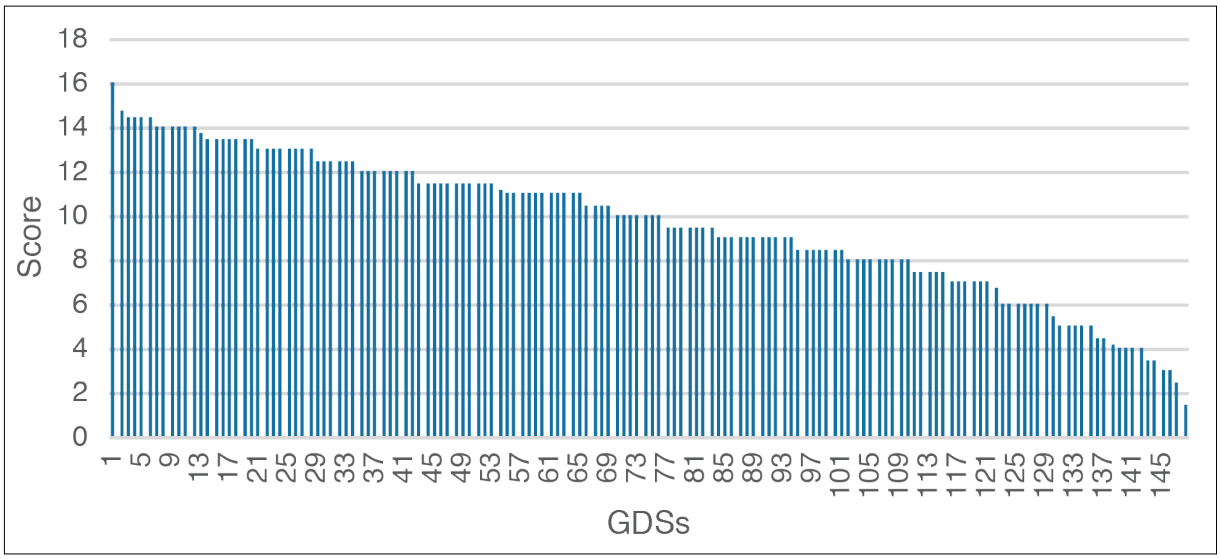
Appendix 1 of this working paper contains excerpts of best practice GDS examples mentioned in this section. For an explanation of each element and sub-element, see Appendix 3 in *Working Paper 2019/01 – Methodology for the Government Department Strategies Index*.

3.1 Analysis of the six Scorecard elements

3.1.1 Element 1: Opportunities and Threats

The figure below depicts the scores of each GDS for element 1: *Opportunities and Threats* ranked from highest to lowest. The highest score for this element was 16, while the lowest score was 1.5.

Figure 20: Element 1: Opportunities and Threats scores of operational GDSs [148] from highest to lowest



(i) Overview

Element 1 asks 'what is the external environment?'. The description of the 'external environment' is essential for a good strategy as it requires drafters and users to examine the current situation, conceptualise threats, devise solutions and find ways to maximise opportunities that arise in the focus area. GDSs that scored well in this element had a clear picture of the external environment they operate within. They describe the opportunities to be gained from the GDS's implementation and outline the potential threats to its vision.

GDSs often scored highly in sub-element 1.1 (does it identify opportunities going forward?) or sub-element 1.2 (does it identify threats going forward?), but did not score highly in both. GDSs that excelled in sub-element 1.1 tended to focus on what benefits and opportunities the strategy could bring and did not explore potential or existing threats. Conversely, GDSs that excelled in sub-element 1.2 talked extensively about threats and how the GDS could prevent them, but did not mention any future opportunities.

GDSs that scored highly in sub-element 1.3 (is there a clear statement describing the problem the strategy is trying to solve?) described the contextual background and the current external environment of the GDS in significant detail. 'Problem articulation' was given a weighted score (out of eight) to demonstrate the importance of this sub-element. Our view is that without comprehensive and considered scoping of the problem, all following sections of the GDS lack context.

(ii) Best practice examples

Sub-element 1.1. Does it identify opportunities going forward?

Example 1: Land Information New Zealand.
Power of 'Where' Drives New Zealand's Success [GDS021], p. 5.

This GDS demonstrates best practice as it includes statistics and international research to evidence the future opportunities and possible benefits of implementing the strategy within both national and international settings. It is exemplary in the clarity in which it outlines the opportunities that will arise out of the implementation of the strategy, demonstrating considered strategic thinking.

Sub-element 1.2. Does it identify threats going forward?

Example 2: Land Information New Zealand.
Outcomes Framework [GDS026], p. 6.

This GDS acknowledges and identifies certain external challenges embedded in the focus area that the strategy will face going forward. The information, presented in a clear table, demonstrates key challenges facing New Zealand, possible actions LINZ can take to mitigate these threats and how 'solvable' these issues are. The GDS has assessed how urgent the threat is and quantifies the impact that LINZ might have on solving the issue. This level of detail, in an easy to read and understandable table, elevated this strategy above others.

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

Example 3: Department of the Prime Minister and Cabinet.
National Civil Emergency Management Strategy [GDS016], p. 2.

This GDS clearly indicates the purpose of the strategy and the urgent need for its implementation. It outlines the importance of the strategy within its external environment and indicates that the problem will be addressed over the long term, with the intention of reducing hazardous risk and harm. It also indicates that the problem is multifaceted and uncertain, and as such, will require a multifaceted and flexible approach.

Example 4: Ministry of Health.
Living Well With Diabetes [GDS103], p. 1.

This GDS goes beyond discussing the problem statement with depth and clarity by articulating its own scope and indicating that related initiatives address aspects of the problem outside the focus of this particular strategy. The GDS provides statistical evidence of the problem, including the extent to which the problem is increasing, and acknowledges the manner in which the problem impacts more broadly on New Zealand society.

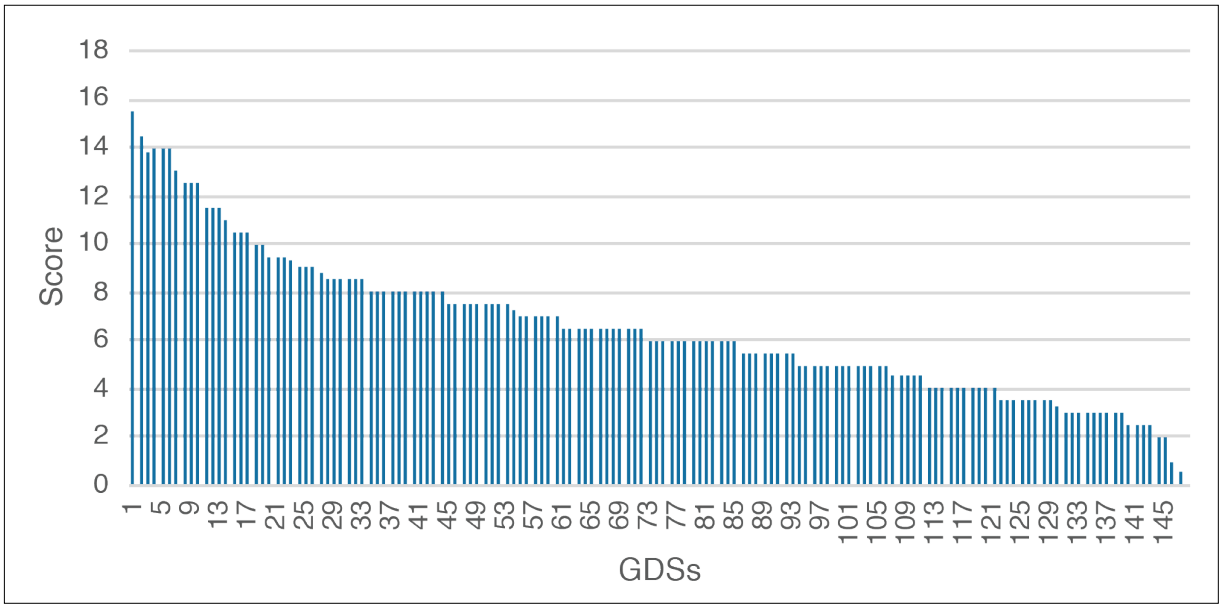
Example 5: Ministry of Transport.
Safer Journeys: Action Plan 2016–2020 [GDS125], p. 6.

This GDS provides both national and international evidence to highlight the importance of the problem. It outlines the external environment of the problem and indicates how the strategy must be tailored to address it within the unique New Zealand setting. The section also indicates a number of future challenges to be taken into account. The concise manner in which the problem is laid out enables the reader to easily understand what success might look like when the strategy has been implemented.

3.1.2 Element 2: Capabilities and Resources

The figure below depicts the scores of each GDS for element 2: *Capabilities and Resources* ranked from highest to lowest. The highest score for this element was 15.5, while the lowest score was 0.5.

Figure 21: Element 2: Capabilities and Resources scores of operational GDSs [148] from highest to lowest



(i) Overview

Element 2 asks 'what are the internal strengths and weaknesses?'. GDSs scored well based on whether they sufficiently acknowledged any constraints on the strategy due to shortages in skills or resources, how it would best utilise what was available, and what it might do in the future to gain greater access to the resources/capabilities it requires.

GDSs tended to score higher in sub-elements 2.1 and 2.2 (does it identify what current and future capabilities it does and does not have?) than sub-elements 2.3 and 2.4 (does it identify what current and future resources it does and does not have?). Those that scored well tended to mention partnerships/relationships or future capabilities such as the integration of new technology infrastructure and systems. Few mentioned current and future resources, and for those that did, it was almost always of a financial nature, disclosing the amount of funding the department or strategy had been given. Even fewer indicated unavailable or desired resources. Documents that scored well in 2.3 and 2.4 were often financial-based, such as investment strategies, and would discuss their financial resources in detail.

(ii) Best practice examples

Sub-element 2.1. Does it identify current and future capabilities?

Example 6: Ministry of Defence.
Defence White Paper 2016 [GDS067], pp. 11, 12, 14, 15.

This GDS discusses a wide set of capabilities, identifying available inter-departmental and international relationships that the Ministry has and will continue to need in the future. The GDS also acknowledges that there are challenges regarding their capabilities, given that the scope of the issue broadens each year. It also looks at harnessing emerging capabilities such as cybertechnology. The clarity with which the GDS outlines capabilities from a national level to an international level and acknowledges the need for further capabilities in the future makes this GDS exemplary.

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

Example 7: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], pp. 10–13.

This GDS assesses existing gaps in capabilities for aiding the Pasifika disabled community. It advises the Ministry to develop relationships with various stakeholders in the Pasifika community to help deliver the best services that are culturally appropriate and address particular needs. The GDS not only highlights gaps in capabilities but also offers solutions, and describes the benefits of having these capabilities in the future.

Sub-element 2.3. Does it identify current and future resources?

Example 8: Ministry of Education.
Tau Mai Te Reo – The Māori Language in Education Strategy [GDS070], pp. 22, 24, 25, 27.

This GDS provides a number of tables that break down where and how Māori language education is currently invested in, as well as where financial resources would be most beneficially geographically allocated in the future. It also discusses investing resources in developing more skilled workers to contribute to the vision of the strategy. The level of considered detail used to describe current and desired resource allocation makes this GDS stand out.

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

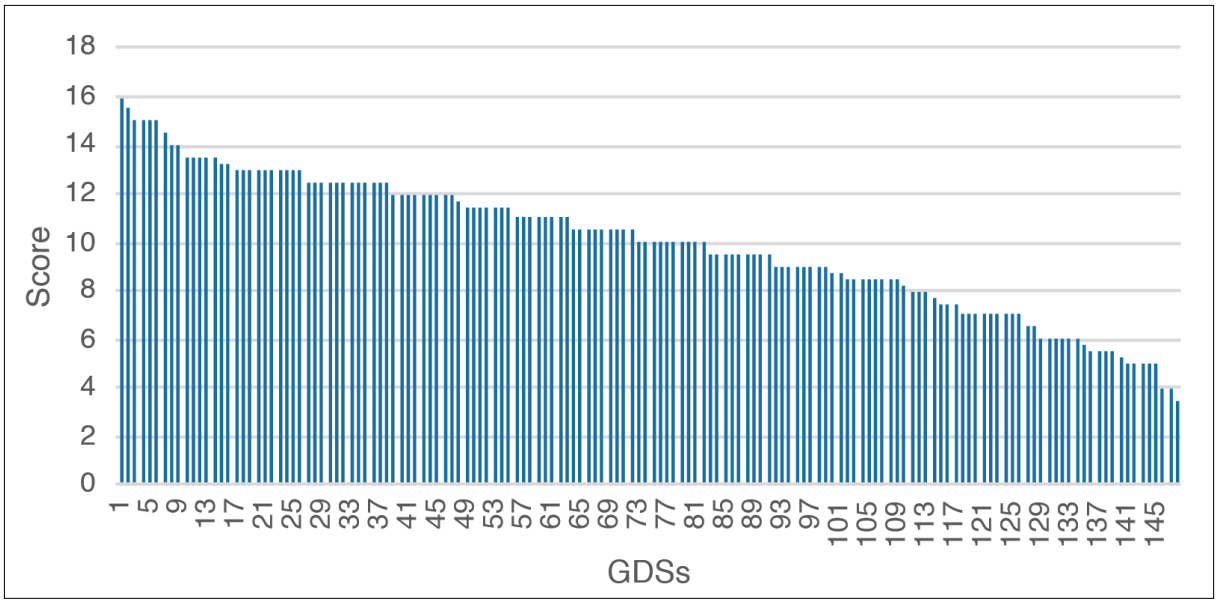
Example 9: Ministry of Health.
National Health IT Plan Update [GDS094], pp. 9, 22.

Although this GDS did not discuss a lack of financial resources, it acknowledged the need for greater shared services and better use of cloud-based services in the national health system in order to increase efficiency, accountability and communication between infrastructure and services. The section then discusses what actions the Ministry will take to make these resources available. The manner in which this GDS acknowledges a gap in resources and discusses a solution makes it exemplary.

3.1.3 Element 3: Vision and Benefits

The figure below depicts the scores of each GDS for element 3: *Vision and Benefits* ranked from highest to lowest. The highest score for this element was 16, while the lowest score was 3.5.

Figure 22: Element 3: Vision and Benefits scores of operational GDSs [148] from highest to lowest



(i) Overview

Element 3 asks 'what is the purpose?'. GDSs scored well if they provided a clear and succinct vision of their desired future, breaking this vision up into a set of specific outcomes and clearly indicating how the strategy aligns with the overarching vision. Part of a clear vision involves identification of stakeholders, who will benefit and in what way. It is equally important that the strategy have a set of measurements and metrics by which it can be reviewed over time to ensure that it remains aligned with its purpose. Our view is that a successful strategy has a considered purpose that enables the strategy to continue on the initial trajectory it was set out to follow.

On average, element 3 was the highest scoring out of the six elements. The majority of GDSs scored well in sub-element 3.1 (does it provide a clear vision of what success would look like?) and most included an overarching statement of what success would look like. Those that scored highly would go deeper into specific goals or provide evidence for the need of the strategy. 'Vision articulation' was given added weight (out of eight) to highlight the importance of a clear vision. GDSs tended to receive low scores in sub-element 3.2 (does it identify who the beneficiaries are and how they will benefit?). For some GDSs, the title of the strategy document implied who would benefit from the GDS.

The GDSs that excelled in sub-element 3.3 (does it identify how success will be measured and over what time frame?) either provided quantifiable metrics by which progress could be monitored (e.g. a percentage increase or decrease in certain measures) or outlined a set of indicators by which progress can be monitored. High-scoring GDSs included specific dates and time frames. Only a small number of GDSs did not disclose a set of measures.

(ii) Best practice examples

Sub-element 3.1. Does it provide a clear vision as to what success would look like (a desired future condition)?

Example 10: Ministry of Business, Innovation and Employment.
National Statement of Science Investment [GDS062], pp. 7, 8, 10, 11.

In this GDS the vision is presented in a strategy map that illustrates the inseparability of the vision from the overall strategy. It breaks down the vision into specific future goals and indicates where time, resources and capabilities will be invested in order to achieve these goals. This GDS is exemplary due to the clear correlations between strategic approaches, specific goals and the high-level vision.

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

Example 11: Department of Corrections.
Our Drug and Alcohol Strategy Through to 2020 [GDS009], p. 5.

This GDS identifies a broad set of stakeholders who will benefit from the implementation of the strategy, ranging from specific stakeholders to the wider community. The strategy also discusses the differing ways in which each stakeholder will benefit.

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

Example 12: Ministry of Foreign Affairs and Trade.
Diversity and Inclusion Strategy 2018–2028 [GDS079], p. 20.

This GDS provides a number of statistical measures of success within specific time frames in order to gauge whether the strategy is on the right track and meeting its targets. This information is clearly communicated for each individual goal in a section titled 'How will we know we have been successful?'

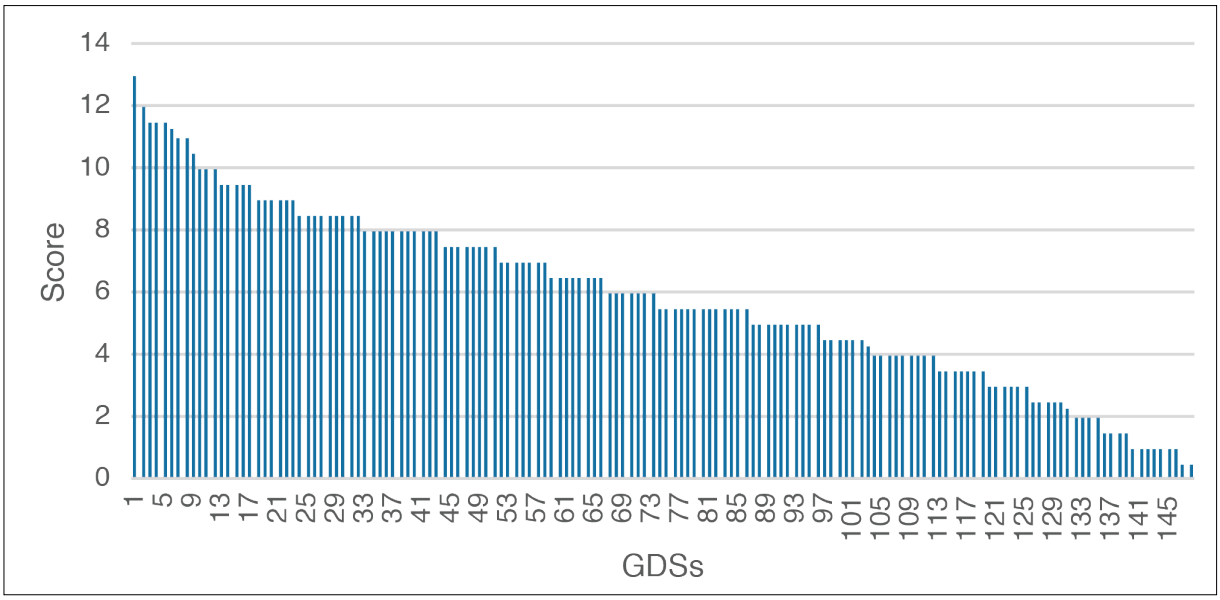
Example 13: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], pp. 15–19.

This GDS presents a detailed set of strategies targeted at individual goals in each 'Priority Outcome' in a table. Notably, each action point includes an 'outcome measure' and a completion date by both month and year. This specificity of time frames for each goal to be completed and reviewed by sets it apart from other GDSs.

3.1.4 Element 4: Approach and Focus

The figure below depicts the scores of each GDS for element 4: *Approach and Focus* ranked from highest to lowest. The highest score for this element was 13, while the lowest score was 0.5.

Figure 23: Element 4: Approach and Focus scores of operational GDSs [148] from highest to lowest



(i) Overview

Element 4 asks 'what choices and trade-offs have been made?'. The implementation of any strategy, as with all decision-making, requires consideration of and trade-offs between risks, costs and benefits. Although generally financial, these considerations are the fundamental components of strategic decisions. GDSs scored well if they had weighed up different strategic approaches, connected the vision of the strategy to a particular set of action plans and clearly set out the scope of the overall strategy with tangible and specific goals, acknowledging potential set-backs along the road. Our view is that the process of decision-making should be included in a strategy to further evidence why the strategy has been chosen as the best approach to solve the problem.

Most GDSs scored well in sub-elements 4.1 (does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?) and 4.2 (does it identify a range of strategic approaches to solve the problem?). The majority of GDSs divided their overarching visions into specific goals and detailed how each goal would be achieved. Few GDSs scored highly in sub-element 4.3 (does it clearly describe the chosen approach, outlining what it will and will not do?) and 4.4 (does it highlight risks, costs and benefits of the chosen approach?), as strategies tended to focus on the chosen approach without mentioning alternative paths to the vision. In general, GDSs did not critically assess whether implementation of the chosen strategic approach would result in undesired costs or risks. Strategies that scored highly in these sub-elements attempted to foresee any unintended consequences in the implementation of the strategy.

(ii) Best practice examples

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

Example 14: Jointly held by Government Communications Security Bureau and New Zealand Security Intelligence Service.
Diversity and Inclusion Strategy 2017–2020 [GDS019 and GDS135], pp. 33–35.

This GDS has a high-level vision that is then broken down into tangible and measurable strategic goals/objectives. These goals are presented in a table and indicate that the vision laid out by the GDS is

multi-faceted and requires a number of specific and measurable approaches.

Sub-element 4.2: Does it identify a range of strategic approaches to solve the problem?

Example 15: Ministry of Business, Innovation and Employment.
Strategy to 2040 – He Kai Kei Aku Ringa [GDS056], p. 4.

This GDS breaks down the overarching purpose of the strategy into three sections: vision, goals and approach. The approach is then broken down into two key aspects that clearly address the overall purpose and provide justification for the resulting strategic choices.

Example 16: Statistics New Zealand.
Transforming the New Zealand Census of Population and Dwellings [GDS140], pp. 5, 6.

This GDS outlines a 'phased' approach that considers the implications of change over time for strategic direction. The four 'phases' correspond to four-year periods, outlining the strategic approach for each of those time frames.

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

Example 17: Ministry for Primary Industries.
Cadmium and New Zealand Agriculture and Horticulture [GDS032], pp. 1, 6, 7.

This GDS outlines the main direction of its strategic approach along with a detailed description of what it will and will not do. It provides further depth and understanding by breaking down the main approach into four key sub-sections. It then looks specifically at strategic management and discusses what the direct approach will be, how it will be achieved and any possible associated threats.

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

Example 18: Ministry of Education.
Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan [GDS073], pp. 24, 25, 35, 38.

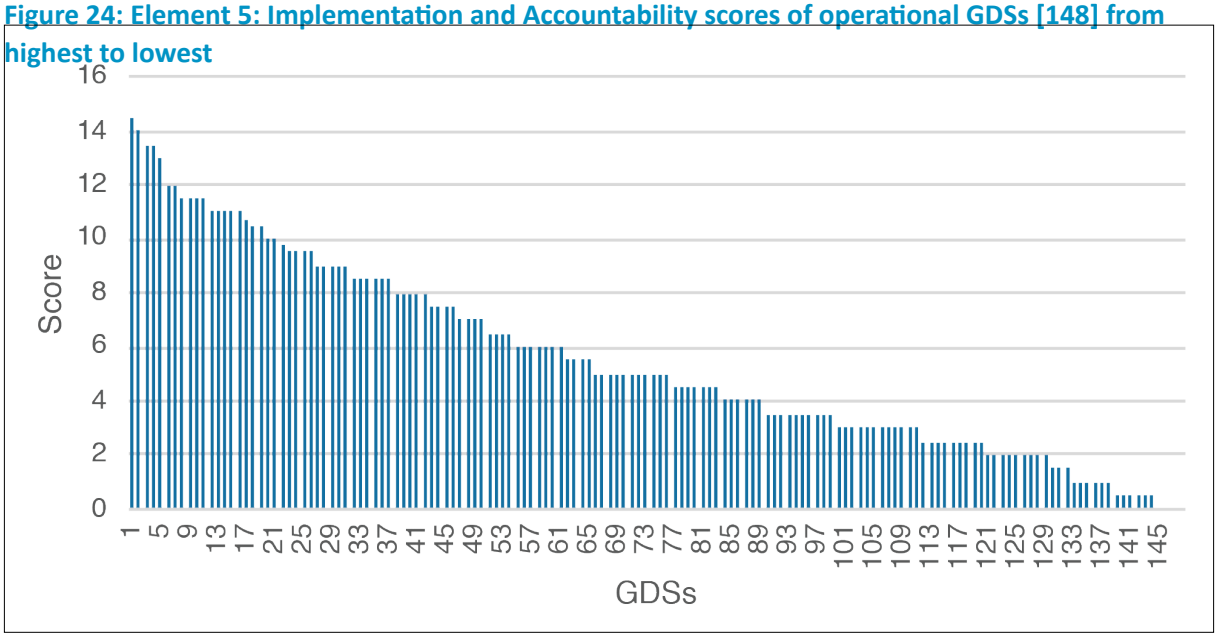
This GDS mentions the potential unintended consequences arising from its implementation. This is an example of the risk, cost and benefit analysis that is required when deciding whether a strategy should be

implemented or not. This GDS received the highest score out of the 148 for this sub-element.

3.1.5 Element 5: Implementation and Accountability

The figure below depicts the scores of each GDS for element 5: *Implementation and Accountability* ranked from highest to lowest. The highest score for this element was 14.5, while the lowest score was 0.

Figure 24: Element 5: Implementation and Accountability scores of operational GDSs [148] from highest to lowest



(i) Overview

Element 5 asks 'who is responsible for what?'. GDSs that scored highly in this element identified the person/people responsible for the implementation and continual reviewing of the strategy, as well as detailing a method for the reviewal process. This was a particularly important element for jointly held GDSs. Implementation and accountability was, on average, the lowest scoring element among the six on the *Scorecard*. Due to the uncertainty of future events, regular reviews and progress updates are important to ensure that GDSs remain accurate, appropriate and efficient.

A number of GDSs scored zero points on sub-element 5.1 (does it identify who is responsible for implementing the GDS?). Full points required those held accountable to have signed the document; however, less than 10% had the required signatures. GDSs that scored well in sub-elements 5.2 (does it identify who will report on its progress?) and 5.3 (does it explain how progress will be reported and over what time frame?) usually included a 'future' section that indicated the strategy would receive ongoing reviews throughout its operation, with the strategy adjusted where necessary. Very few strategies indicated that the GDS would undergo a formal final review (sub-element 5.4), creating uncertainty around what the next steps would be following its completion (or incompletion).

(ii) Best practice examples

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

Example 19: Department of Conservation.
Information Systems Strategic Plan [GDS005], p. 37.

This GDS clearly assigns accountability for implementing the strategy, discusses the establishment of an oversight group and the existence of an operating model that shapes how staff and managers involved will deliver on the strategy. This removes any ambiguity over who will be responsible for both implementing and

monitoring the strategy.

Sub-element 5.2: Does it identify who will report on its progress?

Example 20: Ministry for Primary Industries.
Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru [GDS030], p. 45.

This GDS illustrates best practice with its presentation of a rigorous review system. The document presents four levels of the strategy review in a user-friendly table, thereby also indicating best practice for using visuals to communicate key information. It identifies what each review consists of, how often they occur and who is responsible for the process.

Sub-element 5.3: Does it explain how progress will be reported (e.g. reports and statistics) and over what time frame?

Example 21: Ministry of Transport.
Transport Research Strategy [GDS131], p. 24.

This GDS states that 'an important part of any strategy is to be able to assess if and when the planned outcomes have been delivered and whether expected benefits have accrued'. It identifies its strategic approaches/goals and various measures by which to assess each approach in a table. Its 'implementation planning' section also indicates a date at which a formal review will take place.

Sub-element 5.4: Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?

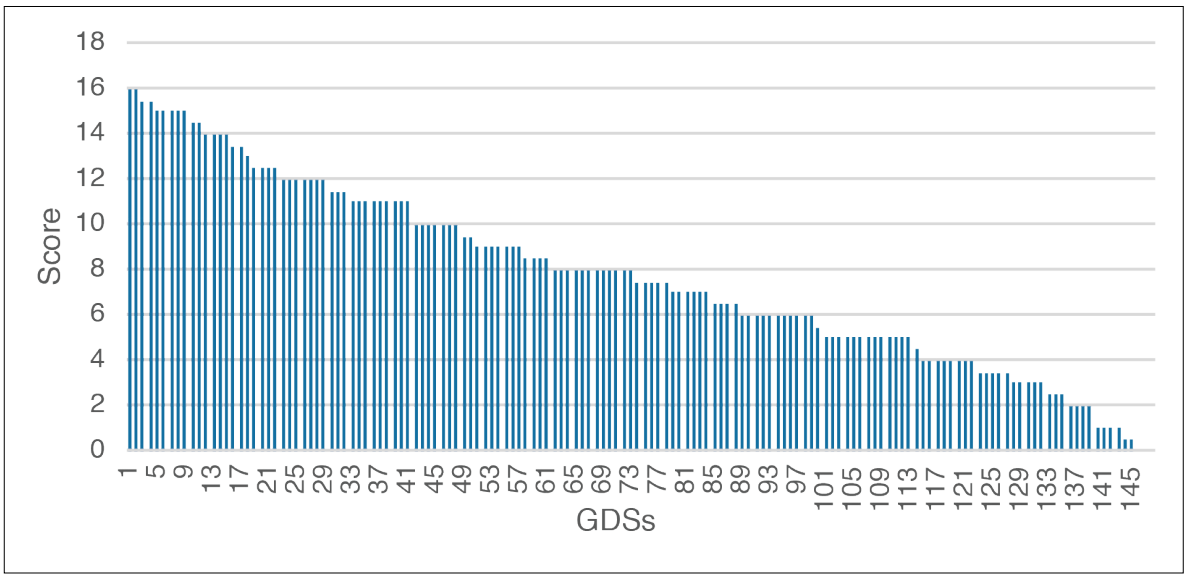
Example 22: Ministry of Social Development.
Sign Language Strategy [GDS124], p. 20.

This GDS states that it is developing a set of indicators and targets, as well as focusing on the 'four Ws' (who, what, where and when) in order to assist in an official evaluation of the strategy once it has expired. The inclusion of a final review indicates that the department places importance on foresight (drawing up how the strategy should be evaluated in the future) as well as hindsight (the need to reflect on past processes) in the implementation of the strategy.

3.1.6 Element 6: Alignment and Authority

The figure below depicts the scores of each GDS for element 6: *Alignment and Authority* ranked from highest to lowest. The highest score for this element was 16, while the lowest score was 0.

Figure 25: Element 6: Alignment and Authority scores of operational GDSs [148] from highest to lowest



(i) Overview

Element 6 asks 'how does it align with the machinery of government?'. GDSs that scored highly in this element recognised the GDSs position within a wider strategic framework by discussing it in relation to the department's other corporate documents.

GDSs largely scored low in sub-element 6.1 (does it discuss predecessors to the strategy?), due to a lack of predecessors for the GDS to discuss. Instead, GDSs might discuss current related strategies that the department (or government) has implemented and how the GDS fits in with the other strategies. GDSs that scored highly in this sub-element enable readers to understand historical development whereby lessons, failures and successes of previous strategies have shaped the current one.

The number of GDSs that discussed sub-elements 6.2–6.4 (does it align with its department's statement of intent, four-year-plan and annual report?) were considerably low, with strategies also not being mentioned in any of the three other corporate documents.

(ii) Best practice examples

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

Example 23: Ministry for the Environment.
Waste Strategy [GDS045], p. 3.

This GDS includes a clear and concise discussion of strategies that preceded it, including the lessons learnt as a result. The strategy document discusses the previous GDS (*Waste Strategy 2002*), progress to date, what still needs to be done, and reassesses the strategy itself. While addressing its former strategy, this GDS mentions criticisms and failures from the previous document and outlines what it will and will not do this time around.

Sub-elements 6.2 to 6.4. Does it align with its department's statement of intent (6.2), four-year plan (6.3) and annual report (6.4)?

Example 24: Jointly held by Ministry of Health and Ministry of Social Development.
Disability Strategy 2016 [GDS107 and GDS120].

This GDS is jointly held between MoH and MSD, and is explicitly mentioned in all of the latest corporate documents (annual reports, four-year plans and statements of intent) of both departments. This was particularly impressive as it demonstrates the level of alignment this document has within a wider strategic framework of not one, but two government departments. This also highlights the level of co-operation between the departments and indicates that they have well-planned resource allocation. The different responsibilities the two departments have in implementing the strategy is demonstrated in the excerpts in Appendix 1.

4.0 Analysis of Strategy Maps

This section briefly analyses the use of strategy maps in GDSs. Out of the 148 GDSs operational in the *2018 GDS Index*, 53 (35.81%) included at least one strategy map sufficient to meet the Institute's definition criteria. The majority of these provided a visual snapshot of the strategy they represented. Some GDSs, such as the Department of Conservation's *Information Systems Strategic Plan* [GDS005] included multiple strategy maps (pp. 12, 14, 22, 28, 30 and 32). Some government departments such as MPI and MoH consistently featured high quality strategy maps across different strategy documents, while other government departments, such as MoD, tended not to include strategy maps at all.

4.1 Best practice examples of strategy maps

The following points relate to the three strategy maps excerpted in Appendix 2, which were selected as examples of best practice.

Communication of goals and how they will be achieved

Each best practice example of a strategy map states the key goal of the strategy at the top of the page in a succinct statement. In each of them, the goal is phrased in future-focused language. For example, in the Department of Corrections' *Our Drug and Alcohol Strategy Through to 2020* [GDS009], the goal is stated in language that implies it has already been achieved: 'Offenders have the knowledge, skills and support to make good decisions about alcohol and other drug abuse'. This is particularly effective because it indicates that the goal is both achievable and definitive. In this case, the strategy fits within a series of other strategies with the goal of 'Reducing re-offending', which is also indicated at the bottom of the page.

Illustration of strategic direction

Each map demonstrates the direction of the strategy, emphasised with arrows. The 'direction' bridges the gap between the current state and the goal state, indicating that the strategy is well thought out and accessible.

Communication of strategic priorities

The key priorities are emphasised in bold, as in MPI's *Animal Welfare Matters* [GDS035] strategy map (Care of Animals/Reputation for integrity). A key feature of a good GDS is that it is accessible to an uninformed member of the public, who is then able to identify the key priorities of government. This is strengthened with visual communication (such as a strong strategy map).

Identification of connections between ends and means

A key function of strategy maps is that they demonstrate means to specific ends and the connections between these. MPI's *Aquaculture Strategy and Five-year Action Plan to Support Aquaculture* [GDS034] strategy uses three milestones to structure the strategy map, which will complete the overarching strategy when achieved.

Identification of action areas

The action areas indicate where the department is focused with regard to a particular issue. This is done well in the *Aquaculture Strategy and Five-year Action Plan to Support Aquaculture* [GDS034] strategy, which lists seven different action areas, and breaks down each action area into three or four specific accomplishments or tasks. This detail does not overcrowd the strategy map, because this is where the focus is; other areas of the strategy map such as the 'Growing and protecting New Zealand' section are minimised to balance out the weighting towards action areas.

Highlighting multiple perspectives

Highlighting different perspectives helps a reader understand how certain aspects of the strategy will be executed. These perspectives can include consumer perspectives, growth perspectives and internal process perspectives.

The *Animal Welfare Matters* [GDS035] strategy map uses a Venn diagram to illustrate the perspectives relevant to that particular strategy (all New Zealanders, sectors and government). It goes on to explain the

roles the perspectives have in implementing the strategy and lists the advantages of collaboration between the three perspectives in the centre of the Venn diagram.

Identification of intangible factors

Discussion of intangible factors or assets available to a department in implementing a strategy is particularly effective in strategic analysis. For example, *Animal Welfare Matters* [GDS035] includes the section 'What are our strengths?'

Concision

A good strategy map can communicate an entire approach on a single page. Strategy maps that stretch over several pages tend to be over-complicated and often incorporate information that is unnecessary for an effective strategy map.

Identification of strategic themes and departmental focus

These strategy maps situate the department's focus effectively within the strategy map. A simple thematic statement such as 'Increase sustainable resource use and protect from biological risk' in *Aquaculture Strategy and Five-year Action Plan to Support Aquaculture's* [GDS034] informs the reader of the undercurrent of the strategy. This in turn indicates the department's focus and provides context and important indicators of where the strategy will place resources.

Visual demonstration of value creation

Each map includes a short description of the value the strategy aims to generate. After following the arrows in the *Our Drug and Alcohol Strategy Through to 2020 strategy* [GDS009], two value outcomes are listed: 'Promote and protect health and wellbeing' and 'Minimise alcohol and other drug related harm'. These values are key to the strategy and this is communicated clearly as the result of a strong strategy map.

Use of objectives rather than measures

These strategy maps do not include outcomes that are specifically measurable. Instead, they feature future-oriented objectives. Measures, which look backwards, do not supplement the forward-focus of a strategy map.

4.2 General Observations

A good strategy map has a clear direction, makes strong connections between means and ends and integrates different action areas. It captures important aspects of a strategy, such as focus, choice and drivers of change. It is not necessarily 'mapped' visually; some of the best strategy maps at first glance may look more like a table or a timeline.

The strongest strategy maps fit on a single page. They are not overly complicated and can instead convey complex ideas succinctly and without forfeiting key information.

The best strategy maps use straightforward descriptors that directly relate to the strategy, rather than a list of the department's overarching values. Strategy maps can risk overuse of jargon and buzzwords crowding out the key information.

Strategy maps are not a particularly popular method of conveying strategic information in GDSs and their opportunities could be better taken advantage of. Most were not done well enough to be useful to a public servant or a member of the public.

5.0 Developing Strategy Wheels: a case study

5.1 Opportunity

In creating the *2018 GDS Index*, the Institute identified the need for a tool that could visually convey complicated data succinctly and clearly. This presented the opportunity to develop a 'strategy wheel' that illustrates the individual components within a public policy system: information systems, institutions and instruments.

Institutions (such as government sectors and departments) are responsible for instruments and information flows. Instruments are specific and regular components of a public policy system (such as GDSs), whereas information flows between institutions and instruments as a more organic part of the system.

The strategy wheel was designed to help analyse policy issues across government institutions. This method could be replicated in analysis of any number of issues, such as poverty, youth suicide, gender inequality, or levels of innovation (entrepreneurial capability).

5.2 Strategy wheel methodology

The starting point of a strategy wheel is a data set. In this case, the data set is a spreadsheet of information relating to the 148 operational GDSs. Filters were applied in order to divide the data into specific sections for operational strategy documents, government departments and government sectors. These three sections then provided the three rings of the strategy wheel.

This method of tiered analysis allows an analyst to produce clear and concise observations and identify trends.

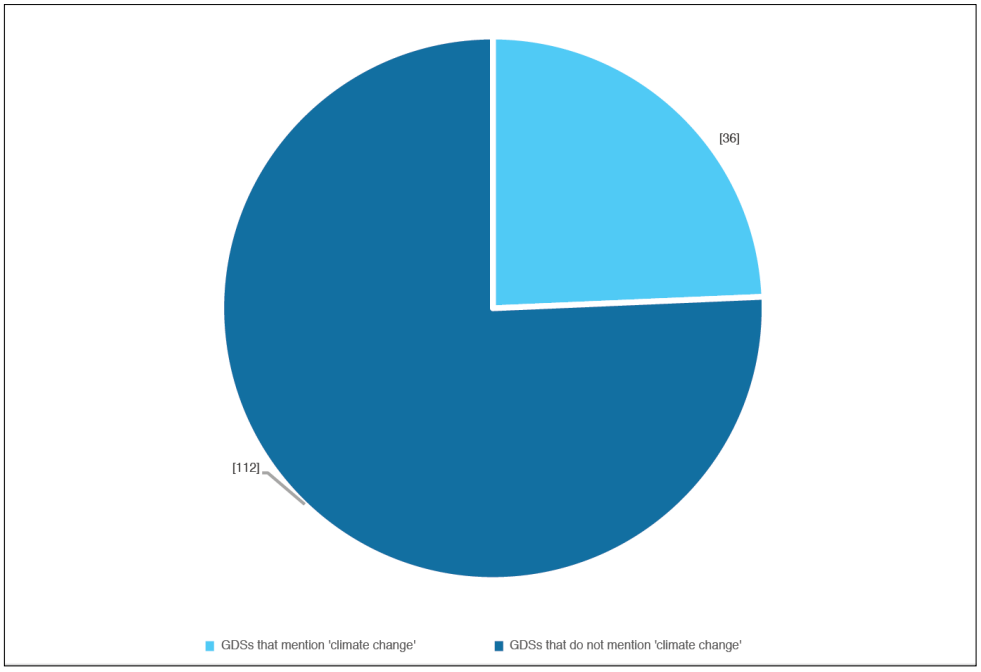
For the purposes of this working paper, the strategy wheel method has focused on operational GDS documents that have addressed climate change and poverty.

5.3 Climate change strategy wheel

5.3.1 Operational strategy documents

Operational GDSs were searched for 'climate change strategy', the results of which revealed that very few GDSs considered climate change in their strategic planning. The GDS documents were then searched for the more general term 'climate change'. This search found that 36 out of 148 GDS documents mentioned climate change.

Figure 26: Operational GDSs [148] that mention 'climate change'

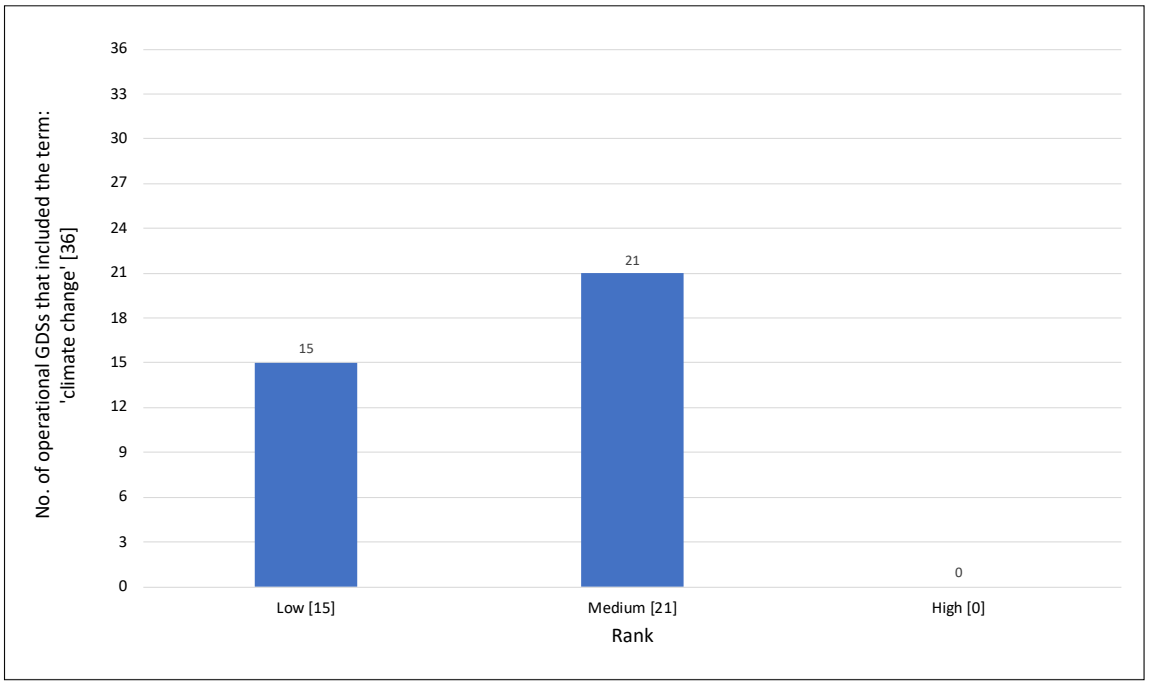


Depth of discussion varied across the 36 GDS documents that included the search term and it was important to determine which strategies were more robust than others. This required categorising each GDS's discussion as either high, medium or low:

- 'High' refers to a comprehensive whole-of-government strategy.
- 'Medium' refers to a considered mention of climate change with discussion of possible impacts on the department's approach (explicit).
- 'Low' refers to a minimal mention of climate change with little discussion of impact on the department's approach (implicit).

As illustrated in Figure 27 below, no GDSs attained a 'high' rating, 21 received a 'medium' rating and 15 received a 'low' rating.

Figure 27: Quality of discussion of climate change in GDSs

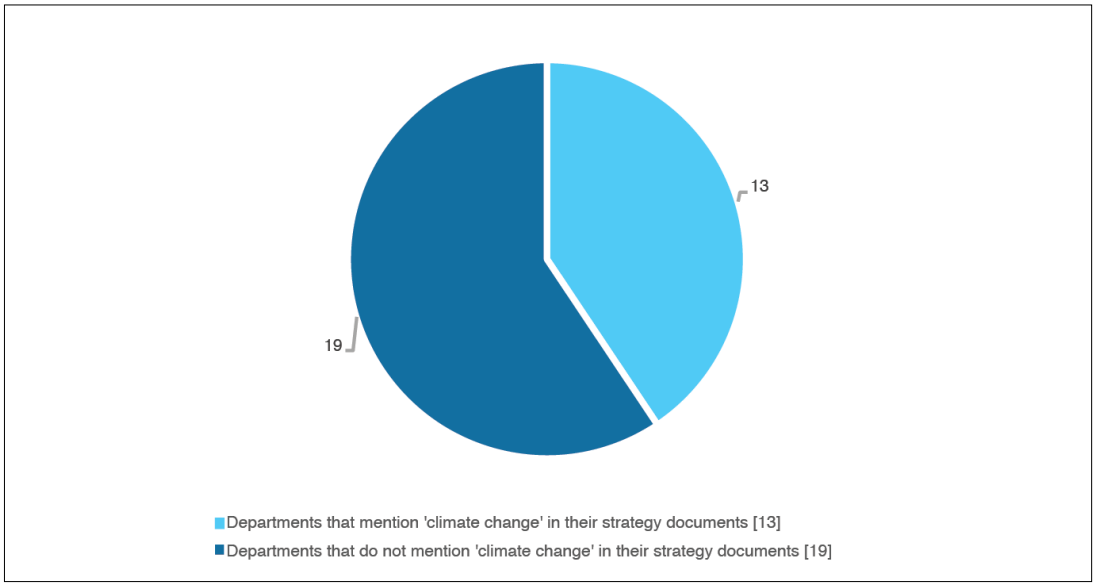


This highlights the absence of a holistic approach to addressing climate change across operational strategy documents.

5.3.2 Government departments

The GDS documents were reviewed from a departmental perspective. Out of the 32 departments within government, 13 included the search term 'climate change' in their strategy documents. Over half of government departments did not mention climate change in their publicly available strategy documents at all.

Figure 28: Government departments that mention climate change in their GDSs



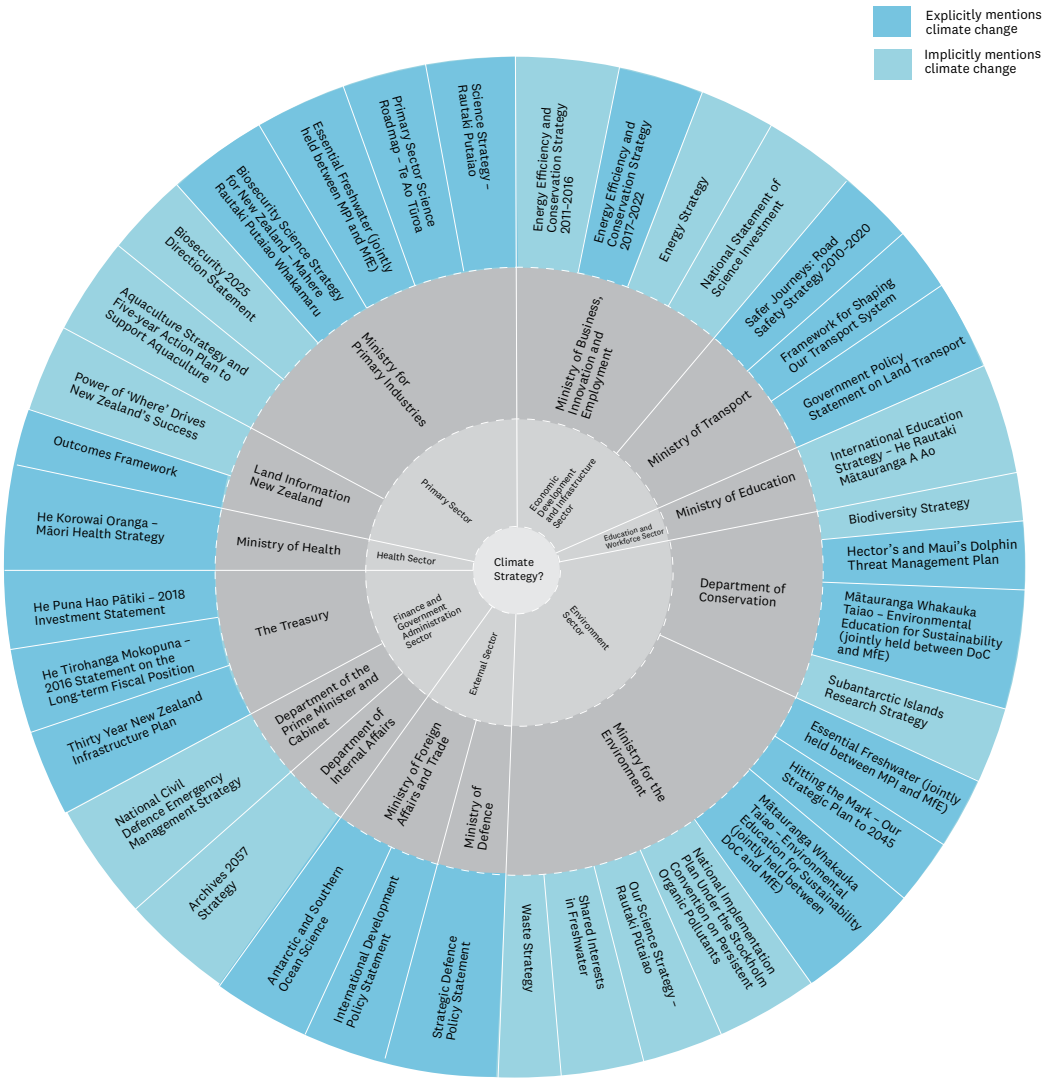
5.3.3 Government sectors

Government sectors tie together the departments and their respective strategies. Looking at strategy documents and departments as derivatives of government sectors illustrates where there are high-level areas within government that need to consider addressing climate change within their strategic documents.

An analysis of the ten government sectors was undertaken at the third tier, with a focus on the number of departments within each sector and how many of these GDS documents refer to climate change. Seven out of the ten sectors included some level of climate change discussion in their respective department's GDSs.

In Figure 29 on the opposite page, the outer ring lists all of the strategies from the *2018 GDS Index* that included the search term 'climate change' (light blue and dark blue). Each strategy document was coded based on the depth of their discussion. Had there been 'high' rated documents, a third colour would have been included. The next tier working inwards lists the departments that produced these GDSs (dark grey). The next tier lists the sectors each department fits within (grey). The direct focus area of the strategy wheel is found at its core (light grey).

Figure 29: Climate change strategy wheel



5.3.4 Lessons learnt

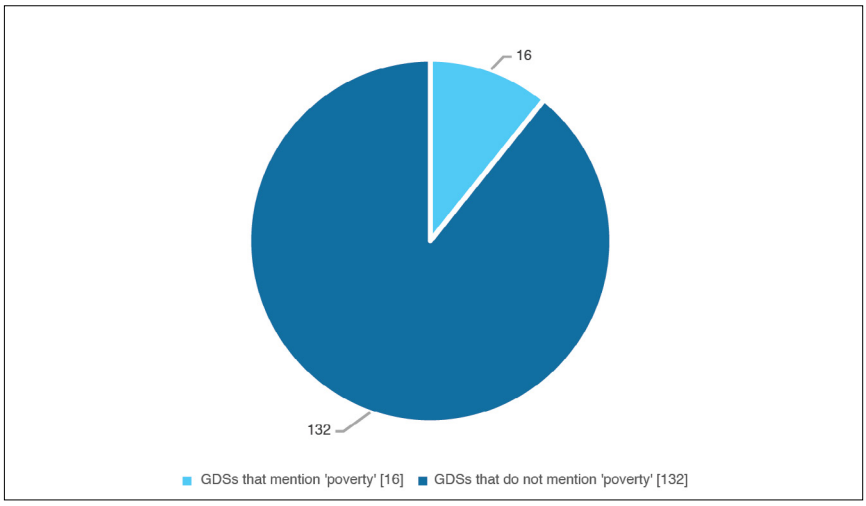
- No single climate change strategy exists within a single document.
- 30 out of the 36 strategies that do mention climate change have been published from 2010 onwards, showing an increasing trend in the mention of climate change in strategy documents.
- Climate change is mentioned in the majority of sectors. However, the frequency decreased from the core of the strategy wheel moving outward.
- The sector with the most mentions of strategy regarding climate change was the environment sector (11).
- The sectors with the fewest mentions of strategy surrounding climate change were the education and workforce sector, and the health sector (1 each). None of the justice, Māori affairs, and social services sectors contained GDSs that mentioned climate change.

5.4 Poverty strategy wheel

5.4.1 Operational strategy documents

Initially, operational strategy documents were searched for the inclusion of strategy directly addressing poverty. Similarly to climate change, this analysis revealed that very few strategies considered poverty in their strategic planning. After discovering this, we conducted a more generous search to see if the GDSs included the term 'poverty'. This search resulted in 16 out of 148 GDSs mentioning poverty.

Figure 30: Operational GDSs [148] that mention 'poverty'

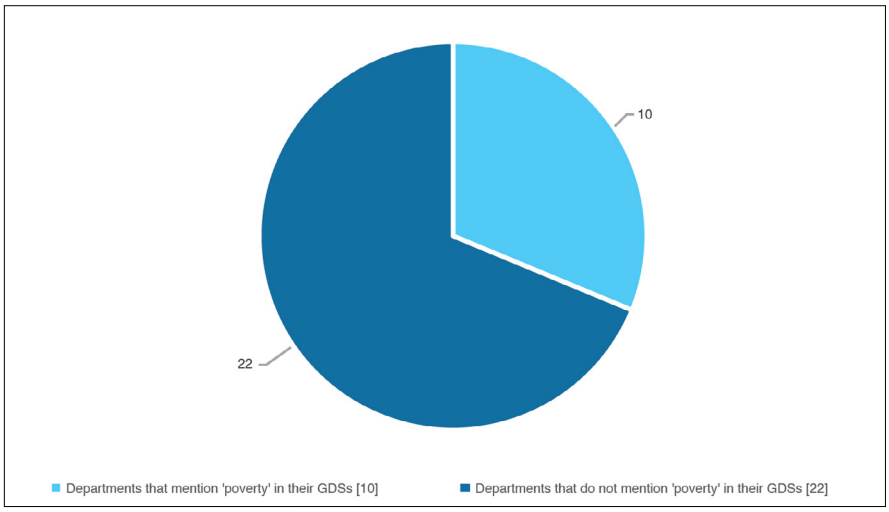


There was no need to determine the depth of discussion for this strategy wheel, as there were only low-level mentions (minimal mention of poverty with little discussion of impact on the department's approach [implicit]).

5.4.2 Government departments

Strategy documents were then viewed from a departmental perspective. Out of the 32 departments within government, ten included the search term 'poverty' in their GDSs.

Figure 31: Government departments that mention poverty in their GDSs



5.4.3 Government sectors

An analysis of the ten government sectors was undertaken at the third tier. Of the ten overarching government sectors, eight included some mention of poverty in their respective department's GDSs.

Figure 32: Poverty strategy wheel

5.4.4 Lessons learnt

- No whole-of-government poverty strategy exists in a single document.
- 14 out of the 16 GDSs that do mention poverty have been published from 2010 onwards.
- Poverty is mentioned in at least one GDS from the majority of government sectors (eight out of ten).
- The sector with the most mentions of poverty in its GDSs was the health sector (five).
- The sectors with the fewest mentions of poverty in their GDSs were the primary sector and the economic development and infrastructure sector, which did not mention poverty at all.

5.5 Final thoughts

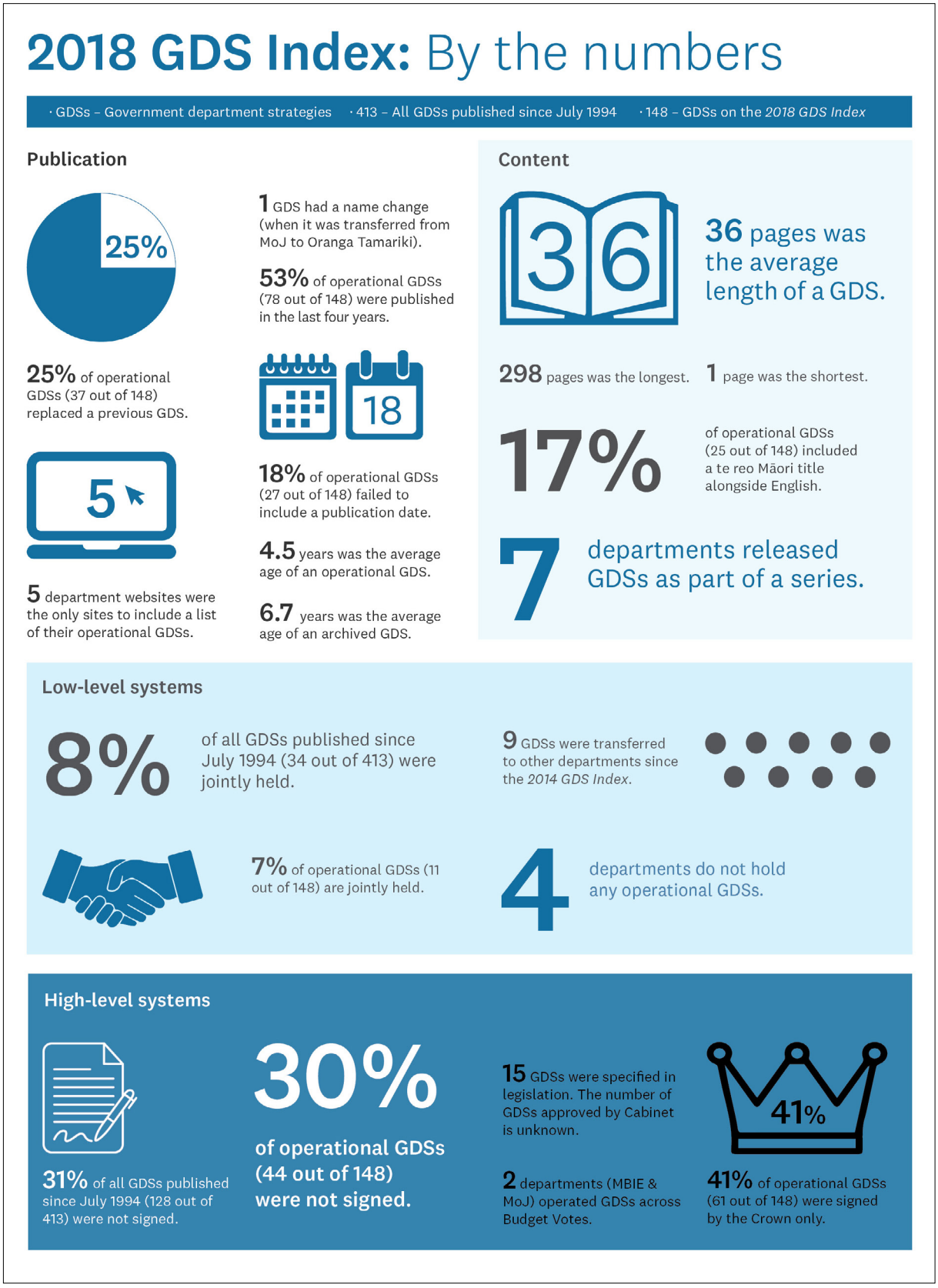
These two case studies have presented alarming results. The strategy wheels indicate an avoidance of both poverty and climate change across the government's operational GDSs. This in turn suggests a mismatch between what government institutions are aiming to achieve and what their instruments are capable of achieving.

However, this is not to imply an immorality of government; these issues are dynamic, extensive and in many cases structural, which makes them difficult for the government to strategise for. An adaptive and holistic approach to policy-making would improve strategic direction as issues evolve over time and range across government sectors and departments.

Broadly speaking, solutions could be institutions strengthening their instruments, and setting more specific and achievable goals.

6.0 Observations

Figure 33: Key observations summary



The sections below break down the four groups of observations, illustrated in figure 33, from the scoring process and data analysis into much greater detail. Sections 6.1 and 6.2 analyse publication and content respectively. Section 6.3 looks at low-level systems (how government departments work with each other to create and implement effective GDSs – horizontally across the system) and Section 6.4 discusses high-level systems (how GDSs fit within the wider context of government – vertically across the system), asking broader questions about collaboration and accountability. Section 6.5 ends by discussing further policy knots.

In the Institute's view, publication and content issues could be resolved relatively cost effectively. These fixes would involve better allocation of responsibility to manage where strategies should be published, the maintenance of historical archives and developing some consensus on the essential information needed and terminology used in a GDS. The low and high-level system observations involve the more fundamental machinery of government in terms of how GDSs encourage greater inter-departmental relationships (low-level) and enable departments to align with the Crown's broader goals and relevant legislation (high-level).

6.1 Individual GDS documents

6.1.1 Publication information

(i) Accessibility

There continues to be no formal process for publishing and archiving GDS strategies. There is no central platform on which strategies can be stored, nor is there a continually updated list that indicates which GDSs are currently operational and which have been archived. It is difficult to locate GDSs on a department's website or elsewhere, and difficult to determine their operative status. Research for the 2018 *GDS Index* update found that 18% of the documents failed to provide a publication date. Government department websites usually had a specific section for 'corporate publications' such as annual reports, four-year plans and statements of intent. However, very few departments had a specific section on their websites for GDS documents. Even fewer clearly indicated which documents were operational and which documents were archived. The different treatment of GDSs in comparison to other corporate documents is surprising given both document types outline directions for the government department's future. Statements of strategic intents (or strategic intentions) are useful but as they are only published every three years and therefore do not provide a regular update on GDSs in operation. Further they are not well known in the public arena and, as discovered in our research (see Appendix 3), not very accurate. The difference in the treatment of GDSs when compared with other corporate documents is surprising.

Recommendation 1: SSC to create a centralized list of all operational and archived GDSs to be updated regularly. This data could be copied from the *GDS Index* which has PDFs of the 148 operational GDS and 413 GDSs since July 1994.

(ii) GDS document history

Information on the history of strategies tended to be largely undocumented or unavailable. This includes indication of whether a strategy had been replaced by other strategies, whether it had been amended with updates or addendums, whether there had been changes to the holding department or whether there had been changes to the title of the strategy. Without this historical information, it is difficult to know who is responsible for the strategy, why a strategy may have changed ownership, whether previous strategies had been successful and why they may have adapted/shifted over time.

In some cases, government departments were unable to provide the publication dates of their GDSs when this information was requested by OIA (e.g. Department of Corrections' *National Historic Heritage Strategy*). GDS documents should be as user-friendly as possible. In practice, this means they should clearly display basic information such as publication dates and the names of those who have signed off the document (i.e. on the document itself). Where applicable, this information could also be displayed on the department's website.

Recommendation 2: Government departments to include a section detailing the institutional back story and history of each GDS (previous strategies, versions, titles, addendums, dates, etc.). This should include the reasons behind any changes.

6.1.2 Content

This section outlines our observations about the common patterns across GDS documents in the *2018 GDS Index* in terms of their content. It begins with some broad points and then breaks our observations down into five of the elements (and their sub-elements) assessed by the *GDS Index Scorecard*. Our overall observation in this section is that there is a notable lack of consistency across GDS documents, probably due to the absence of a guidance document.

(i) Consistent strategic terminology

Strategic language is inconsistently used in GDSs. This suggests there is little consensus across government departments over the meanings of terms such as 'approach', 'goals', 'objectives', 'outcomes', 'priorities', 'strategy', vision' and 'values'. The use of terminology less tied to strategy, such as 'impacts' and 'themes', further reduces the sense that there is a common, easy to understand language in strategy development. As corporate documents, GDSs are vulnerable to the same weaknesses of corporate jargon.

When discussing what the Institute refers to as 'goals', some departments used the term 'strategic objectives' while others opted for 'outcomes', 'objectives', 'priorities' or 'action areas' in their GDS documents. When discussing what the Institute refers to as 'visions' (desired future conditions), some GDSs seemed to blur the line between a comprehensive description of future conditions and more implementation-based 'outcomes'.

Terminology confusion issues can also carry over into structural problems. For example, there seems to be an increase in GDSs setting out information according to 'strategic themes' or 'principles' without an explanation of what these are. These may be terms used in place of strategic outcomes, which in turn could suggest that departments are reluctant to commit to specific actions or outcomes.

Recommendation 3: SSC to produce clear guidance outlining the proper use of relevant terminology to be applied consistently by all government departments in their strategy and corporate documents.

(ii) Visual communication

Visual features such as infographics, charts and strategy maps in GDSs help readers to quickly understand key processes, actions and opportunities, which in turn increases the likelihood that the public will engage with and collaborate with the goals of the GDS. They also help highlight information, outline large amounts of data clearly and succinctly and draw connections between the different components of a strategy (resources, goals, threats, etc.). Illustrations and visual features are most beneficial when accompanied by thorough explanatory text. Tables were found to be highly effective for communicating large volumes of information and were often used by high-scoring GDSs and best-practice examples.

Although illustrations can improve the readability of a GDS document, they risk having the opposite effect if they oversimplify the GDS. GDSs that do this may be operating on the assumption that an illustration sufficiently explains a strategy when, in reality, further detail is needed. For example, some GDS documents include lists of strategic outcomes/objectives that actually set out the components of desired future conditions as part of visually appealing graphs or tables. In this way, they became hybrids of incomplete strategic objectives and vision statements.

Recommendation 4: SSC to produce clear guidance on the value and use of strategy maps.

(iii) Structure

GDSs should be structured logically to make them easy to read, navigate and understand. Interestingly, many high-scoring GDSs had a similar structure. They first introduced the current situation and strategic context and then outlined current and future threats and opportunities. This helps to communicate why the GDS is important and gives insights into the problem it is trying to solve (elements 1 and 2).

Second, these GDS documents commonly outlined broad goals and an overall vision of success. Goals were elaborated on in detail, outlining strategies and actions for achieving them. The best GDSs included time frames for completing each individual action or sub-strategy, with some including visions of success

for each individual goal (elements 3 and 4). Visions of desired future states were included in almost all GDSs. They ranged from overall visions for a successful strategy, to specific visions of success for each separate goal (sub-element 3.1).

Finally, after outlining their goals, the top GDS documents included a section on how they would implement, monitor and review the GDS (element 5). However, very few GDS documents, including high-scoring ones, completed a final review before the GDS was archived (sub-element 5.4).

Recommendation 5: SSC to produce clear guidance outlining a logical structure for GDSs to be applied consistently by all government departments.

6.2 Low-level systems – horizontal connections

This section explores how, with some alignment, stewardship and inter-departmental partnerships, GDSs could be more collaborative, useful and efficient. In this section we discuss the horizontal relationships across departments.

(i) Collaboration across departments

GDS documents analysed for the *2018 GDS Index* occasionally describe the relationships involved in their implementation. Such relationships vary from meaningful collaboration and joint ownership of strategies to simple engagement and consultation between departments. Descriptions of relationships also included discussion of which agencies might be contributing to strategic outcomes, as well as involvement of other outside-of-government entities. Since July 1994, 8% of all GDSs (34 out of 413) were jointly held, compared to 7% of operational GDSs (11 out of 148), comprising of only six unique documents. These results suggest that there is scope to improve collaboration between departments on strategic planning to address overlapping issues.

Recommendation 6: Government departments to clearly state in the GDS document any parties that have collaborated on the GDS and outline the level of collaboration involved (e.g. public consultation, cross-department engagement, joint ownership).

(ii) Stewardship

There is no standardisation of what government departments consider to be GDSs, with operational GDSs indicated in OIA responses ranging from simple one-page posters to lengthy strategic reports. This means there is also no standardised way of producing GDSs, resulting in different structures and types of information and inconsistency of terminology. A focus on standardisation and oversight would improve comparability between government departments as to how successful or effective GDSs are. If there was some form of stewardship over what is expected from departments in the development of strategy, this could improve efficiency in resource allocation, communication between departments and the Crown. Stewardship might also increase the number of jointly held GDSs and reduce the number of GDSs in operation overall.

Recommendation 7: SSC to formalise stewardship of GDS documents with an oversight role. This role would be responsible for preparing the standard guidance to be applied by all government departments.

6.3 High-level systems – vertical connections

(i) Alignment with broader government priorities

It is unclear where GDSs fit in the broader machinery of government. Currently GDSs are not required to be signed off by the Crown. Of the 148 operational GDS documents, just under half (61) were 'signed by the Crown only'. Only 30% of GDS documents on the *2018 GDS Index* were signed at all. This suggests that there is misalignment between government priorities and the strategic processes of different departments. There appears to be a lack of communication vertically with the Crown. Furthermore, only 15 of the 148 operational GDSs are embedded in legislation, which raises concerns over the longevity and value of strategies that do not clearly align with broader goals of government and of legislation.

Recommendation 8: SSC to formalise the relationship between GDSs and other corporate and strategy documents, possibly in legislation.

(ii) Political cycles and short-termism

GDSs developed as part of specific government programmes tend to be archived when a new government takes office. For example, the Better Public Services series of GDSs was discontinued when Labour took over from National in 2017. These GDSs ran across a number of departments and shared the Better Public Services brand and thinking to discuss how specific results would be delivered in a number of problem areas. The State Services Commission confirmed in January 2018 that the Better Public Services programme would not continue in this form and the programme was archived (SSC, 2018). Since the 2015 *GDS Index*, 25% of GDSs were replaced by new ones.

Recommendation 7: Government departments to ensure that replacement statuses are clearly indicated in new GDSs and outline the relationship between the previous strategy and its replacement.

(iii) Commitment to Te Tiriti o Waitangi

For the *2018 GDS Index*, 25 strategies were identified as having both an English and te reo Māori title, out of a total of 148 operational strategies (see Section 2.2.11 of this working paper for further detail). It was interesting to note that there are also two strategies that have titles in Pasifika languages. If departments are interested in increasing the accessibility of their GDS documents, they should be embracing use of both of New Zealand's official spoken languages. It is the Institute's view that all GDS documents should have both te reo and English titles, to aid public accessibility of the GDS documents and to demonstrate a commitment to all New Zealanders.

Recommendation 10: Government departments to ensure that all GDS documents have both te reo Māori and English titles.

(iv) Strategic intentions/Statements of Intent

As indicated in Appendix 3, the link between Statements of Intent/strategic intentions and GDSs is weak. Statements of Intent/strategic intentions do not always refer to operational GDSs because they are not required to. Statements of Intent/strategic intentions are only required to be published every three years and they are further weakened by their inconsistency of form (e.g. separate statements or incorporated into other documents such as annual reports or four-year plans), making them difficult to locate.

Recommendation 11: Statements of Intent should be fully replaced with a 'strategic intentions' section in the annual report (and therefore should be produced annually). This section should list all operational GDSs held by the department, and also provide an explanation of what was archived and why in the last 12 months. It would also be good practice to identify strategies and processes (e.g. out for consultation).

6.4 Policy knots and next steps

Policy knots is a McGuinness Institute term used to describe uncertainties in a policy context that, if or when they are resolved, would impact on our recommendations and/or research. They are posed here as questions that concern important issues regarding GDS information provision.

1. What are the roles of the relevant Ministers in relation to each department's GDSs?
2. What are the implications of a GDS whose stated duration means it is technically finished but is still considered operational by a department?
3. Is there a lead department for jointly published GDSs? If not, how can the public determine who is ultimately responsible for the GDS's implementation?
4. Why are some GDSs archived before the end of their stated duration? For example, the Ministry of Transport's *Government Policy Statement on Land Transport Funding 2015/16–2024/25* [GDS247], which was published in December 2014, was archived in 2018. This raises a question about GDSs being archived before their duration is over and then being replaced by another GDS with an extended duration. This particular GDS [GDS247] replaced a previous GDS (*Government Policy Statement on Land Transport Funding 2012/13-2021/22* [GDS243]) that was also archived early, also in 2018. That previous GDS was itself a replacement for a previous GDS (*Government Policy Statement on Land Transport Funding 2009/10-2018/19* [GDS240]) that was also archived early, this time in 2014, making this a particularly unusual example.
5. When a GDS does not assign responsibility for reporting on progress or completing a final review, who is responsible for reviewing that GDS prior to it being archived in order to gain insights as to what worked and what did not?
6. Can the success of a GDS be measured if it never included a duration of time that it was intended to be implemented over?
7. Is a standardised consultation process undertaken before a GDS is signed off by the Chief Executive or relevant Minister?
8. Is there a hierarchy of GDSs within government departments and, if so, how is this communicated to staff and the public?
9. Where do strategy stewardship and policy stewardship connect? Does one have oversight over the other?
10. Who is the audience of a GDS? Ministers, Government Department officials?
11. Does New Zealand have too many or too few GDSs in operation?
12. Are GDSs an effective policy instrument ? If yes, how can they be improved and better integrated?

Glossary

Approach (also known as 'strategic approach')
Broadly speaking, 'approach' is similar to strategy and refers to a means to an end. The approach is unique to a department and indicates the method the department has chosen to bring about change.

Element
Elements are components of the GDS *Scorecard*. They are the six characteristics that are considered of primary importance in the publication of a GDS.

Good strategy
Determining what makes a good strategy is a matter of judgement. In the *GDS Index*, good strategies are determined by their scores for each element and sub-element.

Government department
The term 'government department' refers to the entities on the list of 'Departments of the State Service' in Schedule 1 of the State Sector Act 1988.

Government department strategy
To be a 'government department strategy' the following criteria must be met:

1. The document must be a publicly available statement or report;
2. The document must be generated by government departments with a national rather than a local focus;
3. The document must contain long-term thinking presented 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
4. The document must 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).

Points
Points are allocated for each sub-element to indicate how well the GDS addressed it. Twenty of the 22 sub-elements were given four points each for a reviewer to score out of. The remaining two (sub-elements 1.3 and 3.3) were each allotted eight points. This weighting is intended to recognise the additional importance of these sub-elements. The highest possible total in the *GDS Index* is 96 points.

Rank
Ranking indicates where a GDS, department, or sector is located in relation to its peers when their *Scorecard* totals are compared.

Reviewer
A person who read the GDS document and then scored it against the *Scorecard*.

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

Scorecard
The *Scorecard* is the lens through which each GDS has been assessed. The *Scorecard* is made up of six elements and 22 sub-elements.

Sector
The term 'sector' refers to the ten groupings of departments based on the summary tables of the Estimates of Appropriations in Treasury's most recent Budget. The *2018 GDS Index* uses the sectors from Treasury's 2018 Budget.

Strategic options
The term 'strategic options' refers to the range of options a government department might explore before deciding on the best approach. Organisations often refer to the term strategic options when exploring a range of different approaches. Exploring a range of strategic options often leads to a new and improved approach.

Strategy
A strategy maintains a balance between ends and means. Professor Lawrence Freedman suggests that strategy is:

> about identifying objectives; and about the resources and methods available for meeting such objectives. This balance requires not only finding out how to achieve desired ends but also adjusting ends so that realistic ways can be found to meet them by available means (Freedman, 2013, p. xi).

Strategy maps
Strategy maps provide 'the visual framework for integrating the organization's objectives [and] illustrates the cause-and-effect relationships that link desired outcomes' (Kaplan & Norton, 2004, p. 55).

Strategy wheels
Strategy wheels illustrate the relationships between strategic instruments, the institutions implementing them and the relevant information systems involved.

Sub-element
The sub-elements are components of GDS *Scorecard*. There are 22 sub-elements that fit within six elements.

Abbreviations

DIA	Department of Internal Affairs
DoC	Department of Conservation
DPMC	Department of the Prime Minister and Cabinet
ERO	Education Review Office
GDS	Government department strategy
GSCB	Government Communications Security Bureau
HUD	Ministry of Housing and Urban Development
IRD	Inland Revenue Department
LINZ	Land Information New Zealand
MBIE	Ministry of Business, Innovation, and Employment
MCH	Ministry for Culture and Heritage
MFAT	Ministry of Foreign Affairs and Trade
MfE	Ministry for the Environment
MoD	Ministry of Defence
MoE	Ministry of Education
MoH	Ministry of Health
MoJ	Ministry of Justice
MoT	Ministry of Transport
MPP	Ministry for Pacific Peoples
MPI	Ministry for Primary Industries
MSD	Ministry of Social Development
NZSIS	New Zealand Security Intelligence Service
SFO	Serious Fraud Office
SSC	State Services Commission
StatsNZ	Statistics New Zealand
TPK	Ministry of Māori Development—Te Puni Kōkiri

Appendix 1: Examples of good practice for elements 1–6

Element 1: Opportunities and Threats

1.1. Does it identify opportunities going forward?

1.2. Does it identify threats going forward?

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

Sub-element 1.1 Does it identify opportunities going forward?

Example 1: Land Information New Zealand.
Power of 'Where' Drives New Zealand's Success [GDS021], p. 5.

Drivers of growth in location information

Globally, businesses and government are investing in location information because of its proven ability to unleash innovation and greater productivity, and because of its importance for evidence-based decision-making.

Location information does not create economic growth or higher living standards by itself. The value comes from the interplay of location information, and sometimes its combination with other data, to uncover new patterns and knowledge. For this reason, it is a powerful enabler for productivity, wellbeing and increased economic growth across many sectors.

Location information-based services are growing at an estimated 30% a year globally.[1] This growth is fueled by rapid technological advances such as mobile apps that remove everyday hassles for consumers and systems that save precious seconds in emergency response situations.

A strong driver for investment comes from businesses seeking to innovate and squeeze the greatest productivity from their assets. It is said that up to 80% of the information managed by businesses is connected to a location in some way.[2]

A 2013 study by Oxera[1] highlighted the sizeable economic impact of location information services. They are estimated to generate between $150-270 billion in global revenue a year. Just some of their benefits include:

- saving the world an annual 1.1 billion hours in travel time and 3.5 billion litres in gasoline
- saving $8-22 billion in agricultural irrigation costs a year, and
- helping to speed up emergency responses, saving an estimated 152 lives in the UK alone.

Location information drivers in New Zealand

New Zealand is a leading part of this rapid global growth in location information. When last measured, its use was estimated to add $1.2 billion in economic benefits to the country.[3] In addition, it is thought that the worth of non-economic benefits from using location information is much higher.

Over the next decade, New Zealand organisations in every sector will continue to invest in location technologies and data that increase innovation and productivity. Uptake will also be driven by the need to understand and tackle long-term, complex challenges that do not respect administrative boundaries or the capabilities of the organisations tackling them.

These challenges will cross our economy and society, covering natural resources use, health, education, or crime. The diagram on the next page illustrates some of these challenges, as well as a few of the many insights from stakeholders and research that have helped to shape our thinking.

[1] *What is the economic impact of geo services?*, a report prepared for Google by Oxera, January 2013. Geo services are defined here as an industry comprising all interactive digital mapping and location-based services.
[2] Geospatial Information and Technological Association, 2008.
[3] *Modern spatial information in the NZ economy*, a report prepared for LINZ by Acil Tasman, August 2009.

THE 10-YEAR VIEW FOR LAND INFORMATION NEW ZEALAND

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Sub-element 1.2 Does it identify threats going forward?

Example 2: Land Information New Zealand.
Outcomes Framework [GDS026], p. 6.

Key challenges for New Zealand

Being more proactive and leading more deliberately means we need to be looking more to the world in 10+ year's time – beyond the immediate future. This means – while keeping a firm eye on what our customers want – we also need to take into account the 'big' challenges that New Zealand is facing, which will in turn impact on our current customers and shape who our future customers will be.

Key challenges are by nature complex and enduring – not solved in a year or two. While new challenges might arise from time to time, we would generally expect them to remain priorities for LINZ for over five years. This is recognising that the capability required to effectively address them represents a significant investment. They are selected on the basis of how 'big' the challenge is; whether it is amenable to solution; and how much effect LINZ can have.

Addressing the key challenges is part of delivering on our outcomes – not separate from them. Further details are included in this document.

Challenge	**Water**	**Resilience and climate change**	**Urban areas**
Description	Contribute to better management of fresh water, including quality and allocation (3-waters are in 'urban areas').	Support efforts to prepare for, mitigate and adapt to the impacts on land and sea of climate change and one-off events (natural and man-made).	Contribute to managing and responding to pressures on urban areas from population growth.
LINZ's value-add	Build on our existing strengths and expertise in managing data, the property system, land and foreign ownership to: • Support better government, council and private decisions by enabling access to key high-value, linked datasets • Target direct improvements through our operational responsibilities.		
Possible Actions Illustrative only	• restrictions on foreign ownership of water rights • datasets to support councils' planning for water quality and access • use Crown Estate to rehabilitate waterways, lakes	• mitigation measures (e.g. riparian planting) in overseas investment consents • datasets to support hazard mapping, research and forecasting of events and climate change • advise government on long-term options for Edgecumbe, etc.	• identify surplus/underutilised land for housing • datasets to support local infrastructure planning • require overseas investors to build new houses • deliver IPS to support councils' urban planning
Is critical	LOW MEDIUM **HIGH**	LOW MEDIUM **HIGH**	LOW MEDIUM **HIGH**
Solvable	LOW MEDIUM **HIGH**	LOW **MEDIUM** HIGH	LOW MEDIUM **HIGH**
Our impact	LOW **MEDIUM** HIGH	LOW **MEDIUM** HIGH	LOW MEDIUM **HIGH**

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

Example 3: Department of the Prime Minister and Cabinet.
National Civil Emergency Management Strategy [GDS016], p. 2.

INTRODUCTION

The purpose of the National CDEM Strategy (the Strategy) is to outline the vision, values, principles and goals for Civil Defence Emergency Management (CDEM) in New Zealand. The Strategy sets out what we as New Zealanders expect from CDEM and what we want to achieve.

CDEM is important because New Zealanders are, and will continue to be, at risk from a broad range of hazards. Many communities and much industry and infrastructure are located in areas that are likely to be affected by hazards. Achieving a *Resilient New Zealand* relies on our understanding a complex set of factors that operate in the New Zealand hazardscape. CDEM must consider all these factors, including demographic and future development trends, reliance on technology, human modification of the natural environment and the implications of climate change.

Scientific research into the New Zealand hazardscape continues to identify new hazards and often points to a greater risk from our known hazards than was previously understood. There is also general acceptance in New Zealand that climate change is happening; that the changes are due to human activity; and that many areas of life will be affected. While climate change is not expected to create new hazards, it may change the frequency and intensity of existing hazards, as well as introducing long-term shifts in climate patterns.[1]

This Strategy sets the direction for CDEM in New Zealand for the next ten years, based on reduction of, readiness for, response to and recovery from the risks New Zealanders face.

[1] *A contemporary summary of the New Zealand hazardscape is provided in the National Hazardscape Report, published by the Officials' Committee for Domestic and External Security Coordination (ODESC) in September 2007. National Hazardscape Report. 2007. Department of Prime Minister and Cabinet. ISBN 0-478-29455-7.*

Example 4: Ministry of Health.
Living Well With Diabetes [GDS103], p. 1.

Introduction

Diabetes is a priority long-term condition

Addressing the increasing impact of long-term conditions, including diabetes, is an important focus for the Government to support its vision that all New Zealanders live well, stay well and get well.

An estimated 257,700 New Zealanders have diabetes. In 2014, the number of people with diabetes grew by nearly 40 people per day. The high personal and social costs associated with this condition present a serious health challenge, both now and in the future.

The health sector has worked hard over recent years to identify earlier those at risk of developing diabetes and to improve the quality of services for people already living with diabetes. However, more can be done and the Government is committed to supporting a sustained and systematic approach to reducing the burden of diabetes, and the associated comorbidities, in this country.

A medium-term plan is needed

Living Well with Diabetes: A plan for people at high risk of or living with diabetes 2015–2020 (the plan) sets out a vision that:

> **all New Zealanders with diabetes, or at high risk of developing type 2 diabetes, are living well and have access to high-quality, people-centred health services.**

Achieving this vision requires the collective effort of many people and organisations, from primary through to tertiary care, as well as the wider social sector. Non-governmental organisations also have a crucial role to play, as do family, whānau and community groups in providing practical, social and emotional support.

The scale at which this plan can be implemented also depends on available funding. Most activities are already under way or planned in some form. Any new activities, or expansion on current or planned services, may require additional funding and/or a phased implementation approach.

A note on obesity

Making wider system changes for **tackling obesity**, which is closely associated with type 2 diabetes, is outside the scope of this plan.

The Government supports a number of initiatives that enable New Zealanders to live a healthy lifestyle. These include Healthy Families NZ and the Health Star Rating System, as well as a number of programmes delivered through district health boards (DHBs), local government and the education sector.

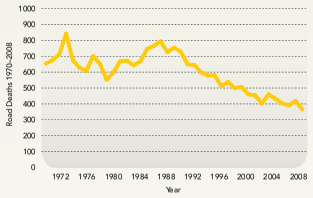
These initiatives will contribute to reducing the impact of obesity in New Zealand and help reduce the incidence of type 2 diabetes in the long term.

WHERE WE ARE NOW

OUR PROGRESS IN IMPROVING ROAD SAFETY

Over the past 35 years, the road toll has dropped significantly. In 1973, 843 people died on New Zealand's roads. By 2002, this number had more than halved to 405 deaths (see Figure 1). This halving in road deaths occurred even though the number of vehicle kilometres travelled more than doubled over this period.

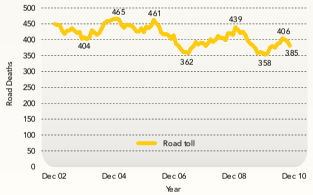
Figure 1: Number of road deaths 1970 – 2008



Similarly, since the 1970s the number of road injuries has reduced by over a quarter, declining from 20,791 in 1970 to 15,174 in 2008.

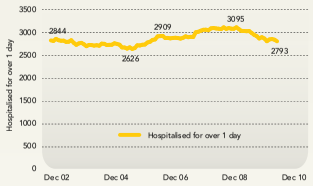
However, since 2003, progress has slowed with road deaths fluctuating between a high of 465 and a low of 358 (see Figure 2). In 2009 there were 385 road deaths. This is higher than the number of deaths in 2008 (365).

Figure 2: Rolling 12-month road toll



Since 2004, the number of serious injuries[2] has risen by six percent. However, the peak experienced in 2008 of 3,095 serious injuries has recently decreased (see Figure 3).

Figure 3: Rolling number of serious injuries



Another way to consider our progress is to look at our level of deaths and serious injuries compared with vehicle kilometres travelled. Figure 4 below shows the percentage change in deaths, hospitalisations, population, vehicle kilometres travelled and vehicle numbers since 2001.

Figure 4: Percentage change in deaths, hospitalisations, population, vehicle kilometres travelled (VKT) and vehicle numbers

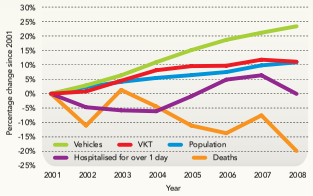


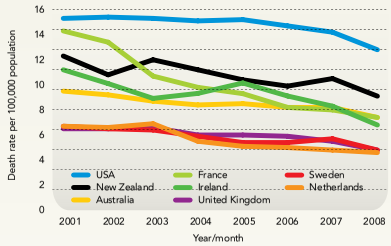
Figure 4 shows that vehicle kilometres travelled have grown by 11 percent while at the same time deaths have reduced by 20 percent (however in 2009 deaths rose again) and there has been little change in the number of serious injuries.

2 as measured by the number of hospitalisations over one day.

How do we compare internationally?

Compared to other OECD countries, New Zealand has a relatively high rate of road deaths per head of population (see Figure 5). Based on 2008 results, we have 8.6 deaths per 100,000 population. This compares with 6.9 deaths per 100,000 population for Australia. Our fatality rate is double that of the safest nations shown (United Kingdom, Sweden and the Netherlands). If New Zealand had the same road fatality rate as Australia, in 2009 our road toll would have been 298 instead of 384. Had we had the same fatality rate as the United Kingdom, our 2009 road toll would have been 186.

Figure 5: Road deaths per 100,000 population



New Zealand is a highly motorised country. More of our travel is by car than in many other countries. Even when we take this into account, a comparison between our level of deaths per vehicle kilometres travelled with the other countries in Figure 5 shows our performance is the poorest.

Based on 2008 results, we have a road fatality rate of 9.1 deaths per billion vehicle kilometres. This compares with 6.5 deaths per billion vehicle kilometres for Australia, 7.7 for France and 5.7 for Ireland. The strongest performer, the United Kingdom has 5 deaths per billion vehicle kilometres travelled.

Compared to the United States (the poorest performer in Figure 5), on a vehicle kilometres travelled basis, our safety performance is lower. The United States had 8.5 deaths per billion vehicle kilometres travelled in 2007[3] while New Zealand had 10.5 deaths in that year.

More information on the level of progress made in New Zealand since 2000 is in the *Report on road safety progress since 2000* that is available at www.saferjourneys.govt.nz

WHAT DOES THE FUTURE HOLD?

Several key challenges could affect our ability to make road safety gains in the future. These are:

Demographic

Population growth and increasing demand for transport – the total number of kilometres travelled by vehicles is predicted to increase by more than 40 percent by 2040. These changes will place more stress on the transport system, particularly in Auckland where most of the population increase is expected to happen. This could impact on the safety of pedestrians, cyclists and motorcyclists as the competition for road and roadside space intensifies.

Changes in ethnic make-up of the population – New Zealand's population will continue to become more diverse. We may need to tailor education and information so it is relevant for all of New Zealand's communities.

An ageing population – the number of New Zealanders aged 65 years and older is expected to increase by approximately 52 percent by 2020. As older road users are more physically vulnerable to injury, we expect to see some increase in the number of deaths and serious injuries.

Economic

A rapidly growing amount of freight – freight is predicted to double by 2040 and the largest share of it is likely to continue to be transported by road. Improving freight productivity will be important to reduce the impact of more trucks on the road. Crashes involving trucks are usually more serious than those involving lighter vehicles because of their greater size and weight.

Growing international demand for oil – it is predicted that demand for liquid fuels will grow by 32 percent by 2030[4]. If fuel prices rise then the way people choose to travel may also change. This could have positive and negative impacts for road safety.

The continuing impact of the global economic recession – this could have several impacts. It could mean there is less movement of people and freight, which would reduce exposure to road safety risk. It could also mean there is less public money available for road safety, and people may defer vehicle maintenance or keep their older (and generally less safe) cars for longer.

Environmental

Addressing climate change commitments – over the next decade it is anticipated that measures will be taken to reduce transport emissions. These measures are likely to influence people's choice of transport. We may see an increase in public transport, motorcycling, walking and cycling. It will be important to address the safety needs of all modes of transport.

3 The 2007 result is the latest available for the United States.

4 US Energy Information Administration. 2009. *International Energy Outlook*. US Govt Printer, Washington.

Example 5: Ministry of Transport. *Safer Journeys: Action Plan 2016–2020* [GDS125], p. 6.

Element 2: Capabilities and Resources

2.1. Does it identify current and future capabilities?

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

2.3. Does it identify current and future resources?

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

Sub-element 2.1 Does it identify current and future capabilities

Example 6: Ministry of Defence.
Defence White Paper 2016 [GDS067], p. 11.

1.18 New Zealand has a strong interest in the preservation of the natural environment and stability in the Antarctica and Southern Ocean. In most cases the increasing international activity in the region is focussed on scientific research.

1.19 Given its strong connections with South Pacific countries, New Zealand has an enduring interest in regional stability. The South Pacific has remained relatively stable since 2010, and is unlikely to face an external military threat in the foreseeable future. However, the region continues to face a range of economic, governance, and environmental challenges. These challenges indicate that it is likely that the Defence Force will have to deploy to the region over the next ten years, for a response beyond humanitarian assistance and disaster relief.

Strong international relationships

1.20 New Zealand will continue to protect and advance its interests by maintaining strong international relationships, with Australia in particular, and with its South Pacific partners, with whom it maintains a range of important constitutional and historical links. While New Zealand has an array of international relationships, it makes independent policy decisions consistent with its values, interests and size.

Defence Force Roles and Tasks

1.21 The Defence Force must be able to undertake a range of roles and tasks across diverse geographical and operating environments. The principal roles of the Defence Force are to:

- Defend New Zealand's sovereign territory;
- Contribute to national resilience and whole of government security objectives;
- Meet New Zealand's commitment as an ally of Australia;
- Support New Zealand's civilian presence in the Ross Dependency of Antarctica, and participate in whole of government efforts to monitor and respond to activity in the Southern Ocean;
- Contribute to, and where necessary lead, operations in the South Pacific;
- Make a credible contribution in support of peace and security in the Asia-Pacific region;
- Protect New Zealand's wider interests by contributing to international peace and security, and the international rule of law;
- Contribute to the advancement of New Zealand's security partnerships;
- Participate in whole of government efforts to monitor the strategic environment and
- Be prepared to respond to sudden shifts in the strategic environment.

1.22 Government's highest priority for the Defence Force is its ability to operate in New Zealand and its Exclusive Economic Zone, followed by the South Pacific and the Southern Ocean. The Defence Force must therefore be prepared to operate independently, or lead operations, in these areas.

Example 6: Ministry of Defence.
Defence White Paper 2016 [GDS067], p. 12.

1.23 It is also important that the Defence Force maintains its ability to contribute to operations further afield should the Government require it to do so. Such contributions will most likely be made as part of operations led by New Zealand's international partners. The ability of the New Zealand Defence Force to operate effectively with others, particularly Australia, will therefore remain an important focus for New Zealand.

1.24 New Zealand will continue to balance its interest in contributing to the rules-based international order, from which it benefits, with the increasing risks posed to New Zealanders deployed beyond the South Pacific.

Defence Force Capabilities

1.25 This White Paper provides an overview of the military capabilities that the Defence Force will need to undertake its roles and tasks out to 2040.

1.26 A number of new capability challenges have arisen for the Defence Force since the last Defence White Paper was published in 2010. These include patrolling the Southern Ocean, supporting New Zealand's civilian presence in Antarctica and protecting the Defence Force from increasing cyber threats. The challenges associated with maintaining an awareness and an ability to respond to activities in New Zealand's Exclusive Economic Zone have intensified.

1.27 The force structure set out in this White Paper is therefore a mix of existing and planned capabilities, and new capabilities to meet future challenges. The Defence Force will maintain a range of land and naval combat, strategic projection and logistics, intelligence and reconnaissance capabilities. These capabilities will enable the Defence Force to undertake the roles and tasks expected of it, and to continue providing credible deployment options, including combat capable forces, to the Government.

1.28 Further detail on the Government's updated mix of capabilities will be included in the next Defence Capability Plan, to be released in 2016.

1.29 Each major capital acquisition will continue to be guided by the Government's Capital Asset Management regime and be subject to the application of Better Business Case principles. This provides opportunities for the Government to test individual capability proposals against its broader priorities before making critical investment decisions.

Generating a skilled and sustainable workforce

1.30 The Defence Force needs the right mix of skilled personnel to deliver and deploy its military capabilities and keep pace with the evolving strategic environment.

1.31 One of the core challenges the Defence Force now faces is balancing the modernisation of its workforce with the need to attract and retain people with diverse skills, many of which will be in high demand elsewhere. It must do this while remaining affordable in the long term.

1.32 The Defence Force must therefore continually review and improve the way in which it recruits, trains and supports its people.

Example 6: Ministry of Defence.
Defence White Paper 2016 [GDS067], p. 14.

Affordability

1.33 Given the long term nature of investment decisions in military capability, and the costs associated with such decisions, Defence will continue to face affordability challenges.

1.34 Since the last Defence White Paper, Defence's management of its overall affordability has matured from a focus on savings to a broader, more strategic approach. Defence is therefore committed to ongoing work to continue to balance policy, capability and funding.

Organisational improvement

1.35 The Ministry of Defence and Defence Force have strengthened their organisational management since 2010.

1.36 The Defence Force, in its work towards organisational integration, has strengthened its leadership and accountability structures. It is committed to improving its overall efficiency.

1.37 The Ministry of Defence has undertaken a series of organisational changes in recent years. In Budget 2015, the Ministry received a significant increase in funding to strengthen its capability development and delivery functions.

1.38 Both the Defence Force and Ministry of Defence have enhanced their joint management of capability since 2010, but have further work to do to ensure they are well placed to deliver on the significant programme of major Defence projects planned out to 2030.

The Defence Estate

1.39 The Defence Estate provides the infrastructure, facilities and training areas required to generate and maintain Defence capabilities.

1.40 As part of its planned regeneration of the Defence Estate, the Defence Force will modernise infrastructure, facilities and training areas, consolidating these where it makes sense to do so. This will improve support for capabilities, reduce operational costs, and ensure personnel have access to safe facilities that comply with New Zealand health and safety standards. The planned regeneration supports the wider efforts of the Defence Force to improve its overall affordability and efficiency.

Balancing policy, capability and funding

1.41 Defence will continue to take a systematic approach to balancing policy, capability and funding in the long term. Supported by other agencies, it will undertake a five-yearly cycle of activity that includes Defence Assessments, White Papers, and mid-point reviews.

1.42 As part of this work, Defence will analyse changes in the international strategic environment and their possible implications for New Zealand's national security interests, Defence policy and the capabilities required by the Defence Force to fulfil its roles and tasks.

Example 6: Ministry of Defence.
Defence White Paper 2016 [GDS067], p. 15.

Implementing this Defence White Paper

1.43 Implementing this White Paper will involve a mix of existing Defence business, embedding improvements in practice signalled in the 2010 Defence White Paper, and undertaking new initiatives that have resulted from the development of this Defence White Paper.

1.44 In addition to taking the more systematic approach to balancing policy, capability and funding described above, Defence will carefully prioritise its international engagement; enhance its management of capability; and embed the organisational arrangements needed to support the development of its new cyber support capability. Defence will also develop a Plan for the regeneration of its Estate, and undertake work to better understand its Personnel portfolio.

1.45 Depending on the outcome of this work, Defence may need to do additional work to update its capability and cost picture.

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

Example 7: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 10.

3 Challenges to achieving better outcomes for Pasifika disabled people

According to the 2015 research report and the 2014 evaluation report, the following were identified as challenges to achieving better outcomes for Pasifika disabled people.

- There is a limited number of Pasifika disability provider organisations, particularly for home and community support services and respite services. This reduces the choice for Pasifika clients and their families.
- Non-Pasifika needs and service coordination (NASC) staff and disability support staff experience challenges of language difficulties and cultural misunderstanding when engaging with Pasifika disabled people and their families.
- Pasifika people reported a lack of knowledge and understanding of the disability supports available. When providing information about supports, the focus should be on relationship building with clients to increase their understanding of the information provided to them.
- Having multiple funding agencies such as the Ministries of Social Development, Health and Education, each with its own disability definitions and eligibility criteria, has exacerbated the confusion and frustrations of Pasifika clients. More collaborative work with other government agencies and health professionals is required.
- Late assessment and diagnosis of disability of their disabled child means that parents felt they had missed out on medical assistance and support that may have reduced the severity of their impairments.

4 Incidence of chronic disease among Pasifika people

The incidence of chronic disease such as stroke, diabetes and ischaemic heart disease is higher in adult Pasifika people than in other ethnic groups (Statistics New Zealand and Ministry of Pacific Island Affairs 2011). Mortality rates for cardiovascular disease and diabetes account for a large part of the difference between the overall mortality rates for Pasifika people and those for other ethnic groups.

Given the continual rising rates of chronic diseases and their complications among Pasifika people in New Zealand, it is likely there will be a profound impact on Ministry-funded environmental support services, environment and modifications services, and sensory services in the coming years. Collaborating with health stakeholders to reduce the incidence of chronic disease among Pasifika people will reduce pressures on Ministry disability services downstream.

Opportunities

Building on achievements over recent years, this plan presents an opportunity to adopt innovative approaches to address current and future challenges experienced by Pasifika disabled people and their families.

1 Input from Pasifika disabled people and their families

Supporting the delivery of quality disability supports and services to Pasifika people requires getting their views, perspectives and input into policy development, service design and implementation. Having Pasifika representation on key Ministry forums and disability sector groups gives Pasifika people a voice so that disability supports, services and programmes are appropriate for Pasifika people.

Example 7: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 11.

2 Pasifika-specific disability support services

Over the last few years the Ministry of Health has responded to calls from disabled people and their families for more choice, control of, and flexibility in their support options. For Pasifika disabled people and their families, this means having a choice of culturally appropriate disability services. Pasifika disabled people and their families have expressed the need for Pasifika-specific disability services,[8] particularly in areas where Pasifika people reside.[9] They have noted the need for the following Pasifika-specific disability services.

- Respite services with Pasifika relief carers who are aware of and understand their language and cultural needs
- Day programmes like PHAB,[10] which would enable Pasifika disabled youth to connect and socialise with others like themselves and provide good role models for becoming more independent
- Supported living so that they are able to live in the community, stay connected to family and participate in community events
- Home and community support services to support them in their daily lives, and so that they are able to live in the community and be closer to families and friends (University of Auckland 2015)
- Carer support groups, which would enable Pasifika parents and families to meet, network and share information and experiences with others who are 'in the same boat'.

Also, learning opportunities are important to address issues of health literacy among Pasifika families.

Overall, these services will help to reduce access barriers such as cultural, logistic and physical factors. Apart from providing more choice, these services may also help to reduce ongoing service use as Pasifika disabled people and their families learn the skills to maximise their independence.

3 Culturally responsive disability services

Faiva Ora Leadership Group[11]

Since 2010, the Ministry has sought advice and guidance from the Faiva Ora Leadership Group on service responsiveness to Pasifika disability issues. Continued support of this group will ensure Ministry-funded services and programmes are well informed about Pasifika cultural needs and preferences. With a lot of Pasifika youth using Ministry-funded disability services, more youth representation on this group is needed.

8 There are two Pasifika-specific disability services: one provides a national information advisory service and the other is a home and community support provider serving the South Auckland area.

9 Pasifika services are 'for Pacific, by Pacific' organisations. These are led and governed by Pasifika people and have Pasifika people as staff and adopt Pacific models of support which recognise Pacific culture, language and settings. They also recognise the importance of families in achieving outcomes for the individuals.

10 Physically handicapped, abled bodied.

11 This group started in 2010 and comprises Pasifika disabled people, family and caregivers, Pasifika community leaders and Pasifika disability workers. This group has provided advice on key Ministry-led programmes to ensure they are relevant for Pasifika people.

Example 7: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 12.

Pasifika cultural training

When Pasifika people use disability support services, most use non-Pasifika disability support services. To support the delivery of a quality service to, and achieve better outcomes for, Pasifika clients and their families, these services must have the appropriate Pasifika cultural skills and knowledge (Integrity Professionals 2015). A Pasifika disability cultural training package was developed and has been implemented over the past four years. During this time over 90% of participants have noted an increase in confidence in engaging with Pasifika clients (Pacific Inc, 2014).

Information on disability support services and organisational guidelines for disability service responsiveness[12]

A whole-of-organisation approach was identified as being essential to meet the needs of Pasifika clients (Pacific Inc, 2014). An organisation's governance, policies and service delivery models – and even its documentation, such as the personal plans of Pasifika clients – should consider the cultural needs of Pasifika disabled people. An organisational guideline was developed and circulated to disability providers in 2014. Since then, this resource has made organisations more aware of the issues experienced by their Pasifika clients and has guided some organisations in their approaches.

Information on disability support services continues to be a challenging area for Pasifika people. Although information guides were developed and have been translated into six Pacific languages, feedback from the consultation for this plan has suggested the following approaches may be useful.

- With a youthful population who have access to digital devices and use these to access social media, such communication channels could be considered to ensure information is accessible for Pasifika young people with disabilities.
- Feedback obtained from Pasifika people over the years suggests a growing young carer population who support their disabled sibling, parent or extended family member with a disability. Given that most Pasifika youth have access to digital devices, information to support this carer demographic could also be channelled through online platforms.
- More work is required to make information about disability services accessible to primary health organisations and DHBs, given that they are often the first point of contact for health issues for Pasifika people with disabilities.

The review of all Ministry-funded disability information advisory services and needs assessment service coordination (NASC) organisations may present opportunities for culturally appropriate models of information service delivery for Pasifika people. This may also help to address challenges which Pasifika people face when trying to navigate the disability system.

Pasifika disability workforce

Although equipping the disability workforce with Pasifika cultural competence is important, recruiting Pasifika staff also supports better engagement with Pasifika consumers (University of Auckland 2015). Pasifika staff, because of their Pasifika cultural connection, would go the 'extra mile' to achieve outcomes for Pasifika disabled people and their families (ibid.).

[12] This guideline profiled examples of some disability organisations and their response to meeting the needs of their Pasifika clients.

Example 7: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 13.

The New Zealand Disability Support Network and Te Pou disability workforce report (Te Pou o te Whakaaro and NZDSN) highlighted the need for more Pasifika people in leadership and managerial positions in disability support services. More Pasifika people working at a senior level and participating in organisation decision-making will support organisational responsiveness and enable better engagement with Pasifika disabled people and their families.

It is predicted that by 2051 one in five children in New Zealand will be of Pasifika ethnicity (Statistics New Zealand 2013b). There is an expectation that there will be a corresponding increase in the number of Pasifika disabled children. With this increase, disability services must have a workforce that reflects the number of Pasifika clients, especially young clients. Attracting Pasifika people to work in disability support services would enable the application of Pasifika models of support,[13] and as a consequence better outcomes will be achieved for Pasifika disabled people and their families.

4 Community engagement and participation

Over 80% of Pasifika people in New Zealand were affiliated with a church community.[14] As well as a place of worship, the church over the years has become a centre of Pasifika communities for social events, cultural and economic development, and health and education activities. Working in partnership with local organisations, Pasifika churches have led the development and delivery of innovative local solutions to address local problems for their parishioners (University of Auckland 2009).

Given the importance of disabled people living and participating in their communities, a community engagement approach is needed to achieve better outcomes for Pasifika disabled people. Continued promotion of community leadership and development would aim to increase disabled people's inclusion and participation, and challenge the ongoing stigma attached to disability in Pasifika communities. With the appropriate information, training and support, local Pasifika churches and Pasifika disabled people and their families could partner with their local NASC organisations, disability support service providers and other agencies to deliver local innovative solutions to address local Pasifika disability needs. Building sustainable relationships between the Pasifika community and local providers may also support Pasifika disabled people and their families to navigate the disability system.

Engaging with the community sector (such as sports clubs, non-profit organisations, local government) and the education sector will be important to ensuring a holistic and encompassing approach. This provides access to other services for Pasifika disabled people, but also maximises other resources that already exist in the community.

By bringing community-led solutions together in a fono, Pasifika people would be able to share their experiences and learnings. In the long term, this would foster an innovative can-do culture in local Pasifika churches and their communities on disability issues.

[13] Pasifika models of support recognise Pacific culture, language and settings. They also recognise the importance of families in achieving outcomes for the individuals.

[14] www.stats.govt.nz/Census/2006CensusHomePage/QuickStats/quickstats-about-a-subject/pacific-peoples/religion.aspx

Sub-element 2.3 Does it identify current and future resources?

Example 8: Ministry of Education.
Tau Mai Te Reo – The Māori Language in Education Strategy [GDS070], p. 22.

Regional participation

The numbers of learners participating and services available in Māori medium education at a regional level were analysed. This has produced a number of different results that could be considered when refocusing resources or provision across the sector.

Table 2 – Number of learners participating in kōhanga vs. the percentage of total learners participating in territorial authorities *(in order of highest number)*

Top 10 territorial authorities	Number of learners	Percentage of learners
Auckland City: total	1,308	2.21%
Whakatāne District	663	27.36%
Hastings District	558	12.34%
Far North District	538	22.24%
Rotorua District	477	13.41%
Gisborne District	455	19.94%
Wanganui District	428	16.24%
Waikato District	397	16.94%
Lower Hutt City	319	6.26%
Hamilton City	303	3.80%

Table 3 – Number of learners participating in kōhanga vs. the percentage of total learners participating in territorial authorities *(in order of highest percentage)*

Top 10 territorial authorities	Number of learners	Percentage of learners
Chatham Islands Territory	17	100.00%
Wairoa District	254	56.95%
Ōpōtiki District	164	38.77%
Kawerau District	115	36.28%
Waitomo District	113	30.21%
Whakatāne District	663	27.36%
Ruapehu District	162	26.05%
Far North District	538	22.24%
South Taranaki District	251	21.16%
Gisborne District	455	19.94%

The highest total numbers of learners participating in kōhanga are found in Auckland, Whakatāne, Hastings, Far North and Rotorua. However, when compared to the percentage of learners in each district, Chatham Islands[19], Wairoa, Ōpōtiki, Kawerau and Waitomo have higher levels of participation.

[19] There is only one early learning service on Chatham Islands, which is a kōhanga.

Example 8: Ministry of Education.
Tau Mai Te Reo – The Māori Language in Education Strategy [GDS070], p. 24.

This analysis can be used to identify potential language hubs within districts. Refocusing support and resources where it will reach higher numbers of learners can lead to more proficient language learners and more sustainable speaker communities[20]. There are a number of districts that are well represented across both Māori medium early learning and schooling. These districts include Whakatāne, Gisborne and the Far North districts.

Territorial maps displaying the participation information can be found in Appendix A. These maps display the status of each territorial authority (TA), including where kōhanga or Māori medium schooling options are or are not available or in demand.

Investment in Māori language in education

Over the last decade, the Government has introduced many programmes and initiatives to promote and support Māori language in education provision. A total of $856.01 million was spent across Vote Education and Vote Tertiary Education to support Māori language in education provision during 2010/11.

This total consists of $749.20 million from Vote Education and $106.79 million from Vote Tertiary Education. The total Government spend across all education sectors for 2010/11 was $12.09 billion. The Māori language in education provision is 7.08 per cent of the total Government expenditure on education.

Table 6 – Total funding for Māori language in education[21]

Total funding for Māori language in education	$ (excl. GST)
Māori language in education – component funding	126,790,813
Māori language in education – operational funding	729,222,914
Total	**$856,013,727**

Total funding for Māori language in education (by VOTE)	$ (excl. GST)
Vote Education	749,198,188
Vote Tertiary Education	106,815,539
Total	**$856,013,727**

20 Literature review. (2012). *What works for learners of Māori language – summary of best practice.*

21 There is no set Māori language in education budget management process. Therefore, these calculations are best estimates of expenditure only.

Example 8: Ministry of Education.
Tau Mai Te Reo – The Māori Language in Education Strategy [GDS070], p. 25.

Table 7 – Funding for Māori language in the education system by sector

Funding for Māori language in the education system by sector	$ (excl. GST)
Early learning sector	
Component	37,222,574
Operational	316,190,517
Subtotal	**353,413,091**
Schooling sector	
Component	49,693,122
Operational	350,733,769
Subtotal	**400,426,891**
Tertiary sector	
Component	38,553,747
Operational	62,298,628
Subtotal	**100,852,375**
Other[22]	
Component	1,321,370
Subtotal	**1,321,370**
Total	**$854,692,357**

Component funding refers to all funding for programmes and initiatives that provide or seek improved outcomes for the learners and overall provision of Māori language in education, and is not included in operational funding.

Operational funding is made up of capital improvements/development, staffing and general (operational) business as usual costs. This funding is provided to support education regardless of the medium (language) of delivery. The operational figures only include stand-alone Māori medium facilities[23] and those budget lines that can clearly be identified as directly supporting Māori language in education.

22 Includes community based language initiatives and professional development.

23 Kōhanga, kura, wānanga.

Example 8: Ministry of Education.
Tau Mai Te Reo – The Māori Language in Education Strategy [GDS070], p. 27.

Education professionals[24] in Māori language in education

Both early learning and schooling have a focus to boost the number of qualified, culturally intelligent and enthusiastic teachers[25]. Demand for Māori and Māori language education professionals in both Māori and English medium outweighs supply. A shortage of quality language education professionals is a key barrier to providing better Māori language learning opportunities for all learners. There is a need for more education professionals throughout the sector, specifically Māori medium and Māori language professionals.

Study awards cover the salary and replacement of teachers while on study leave, as well as extra costs associated with studying. The Māori Immersion Teaching Allowance is available to schooling teachers in Māori language in education immersion levels 1 to 3.

Table 9 – Teacher resourcing for Māori language in education 2010/11

Teacher resourcing by sector	$ (excl. GST)
Early learning sector	
Study awards	2,157,952
Scholarships	1,411,267
Subtotal	**3,569,219**
Schooling sector	
Māori Immersion Teaching Allowance (MITA)	4,772,277
Study awards	1,261,675
Principal sabbaticals	27,438
Scholarships	5,636,289
Subtotal	**11,697,679**
Total	**$15,266,898**

TeachNZ provides annual scholarships for several undergraduate and postgraduate learners studying towards a teaching qualification. Scholarships are also awarded to applicants who decide to change career paths to become education professionals.

During 2010, TeachNZ awarded $7.29 million in scholarships to applicants studying towards a qualification that allows them to teach in a Māori language in education stream. Seventy per cent of the total spend was on applicants studying towards a Māori medium stream qualification.

24 Education professionals include teachers across early learning, schooling and tertiary, principals and education providers.

25 TeachNZ website (www.teachnz.govt.nz).

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

Example 9: Ministry of Health.
National Health IT Plan Update [GDS094], p. 9.

- the Vendor Forum, primary sector focused vendors and health and disability sector stakeholders responsible for changes that affect those vendors
- the Health Information Governance Expert Advisory Group, which has been established to develop a health information governance framework for the New Zealand health sector
- the Sector Architects Group, a technical group formed to guide the development of a common architecture for national and regional information systems and infrastructure.

Challenges

Although considerable progress has been made on planned initiatives in the past three years, there have also been challenges, and these continue to have an impact.

Governance

The DHB sector needs to continue developing effective regional governance models. These have taken time to put in place due to tensions between local DHB autonomy and regional demands. Dedicated and mutually supportive regional leadership is required to agree on the regional ownership of assets and contracts, and to prioritise regional and national IT investment ahead of local initiatives.

The DHB sector needs to agree to, and fund, an IT service delivery function to support national and regional solutions. This requires reconfiguring hardware, software and people resources into a regional entity, governed and funded by DHBs.

The governance of national programmes involving multiple stakeholders requires extensive stakeholder engagement, firm and facilitative leadership, and extra time to reach a broad consensus on the design of the solution.

Funding

Health sector funders need to continue to invest in IT as a strategic asset and not make such investment subject to short-term funding constraints. IT investment requires a consistent, multi-year level of funding.

Capability

Timely enhancements to products in critical areas of the market are required to deliver end-to-end solutions. Some vendors have been slower than anticipated to align with the Plan's direction and programmes of work. It is also difficult to make progress when the legacy applications that are in wide use are difficult and expensive to change and need to be upgraded or replaced.

There is also a scarcity of IT skills and leadership to advance programmes of work quickly and effectively. For end users, changes in clinical and business practice and new skills are often required in order to achieve long-lasting benefits.

Example 9: Ministry of Health.
National Health IT Plan Update [GDS094], p. 22.

The ongoing development of staff with skills that support the cross-over between IT and clinical work is crucial to building a workforce capable of delivering programmes successfully. Clinicians who cross over into IT are especially important for undertaking co-design and change management. They need to continue to be supported by employers because many will still carry a clinical workload.

Technology capability

Certain parts of the sector require improved technology capability. This includes access to hardware, the network, and knowledge of how to set up and run software systems. Groups requiring improved capability include sole trader health professionals, non-government organisations (NGOs) and smaller rest homes. The medium- to long-term solution for these providers is to use cloud-based solutions (sometimes called Software as a Service), which means they can bypass the need to own and operate some of their own equipment and software.

The convergence of technology can lead to new solutions for the delivery of health care. An example of this is telehealth, whereby lightweight, network-enabled smart devices can be used for information gathering in homes and remote settings. Such telehealth services will need to link to patient portals and electronic health records to ensure a seamless experience for the consumer and health care providers.

As the health sector becomes more dependent on IT for its information, improvements in the availability, performance and resilience of systems are required. Business continuity contingency and disaster recovery plans need to be built into operational systems – for both existing critical systems and all new systems.

Shared services

The implementation of regional and national solutions requires the use of shared services in order to consolidate infrastructure and services and provide clear lines of accountability. It will free up knowledge and skills to support health sector applications rather than the hardware and operating environments on which they run. Such infrastructure has become a mainstream service better operated by companies who specialise in this area.

The IT Board has been working with the Department of Internal Affairs, which is coordinating all-of-government services, along with HBL, to consolidate infrastructure and standardise operating platforms, and to provide them as cost-effective services to the sector. Regional service plans and business cases will be required to consider this approach for all new initiatives.

Governance

Governance of the National Health IT Plan is the responsibility of the NHITB. The NHITB is a sub-committee of the National Health Board and is supported by the Ministry of Health, but it also retains a direct line to the Minister. It is advised by and supports a number of subgroups, and works with a number of established sector groups and has established accountabilities.

The following are accountable for aspects of the IT Plan:

1 **Patients First:** a collaboration of three organisations focused on improving the collection, use and reporting of health information across the continuum of care (www.patientsfirst.org.nz)

Element 3:
Vision and Benefits

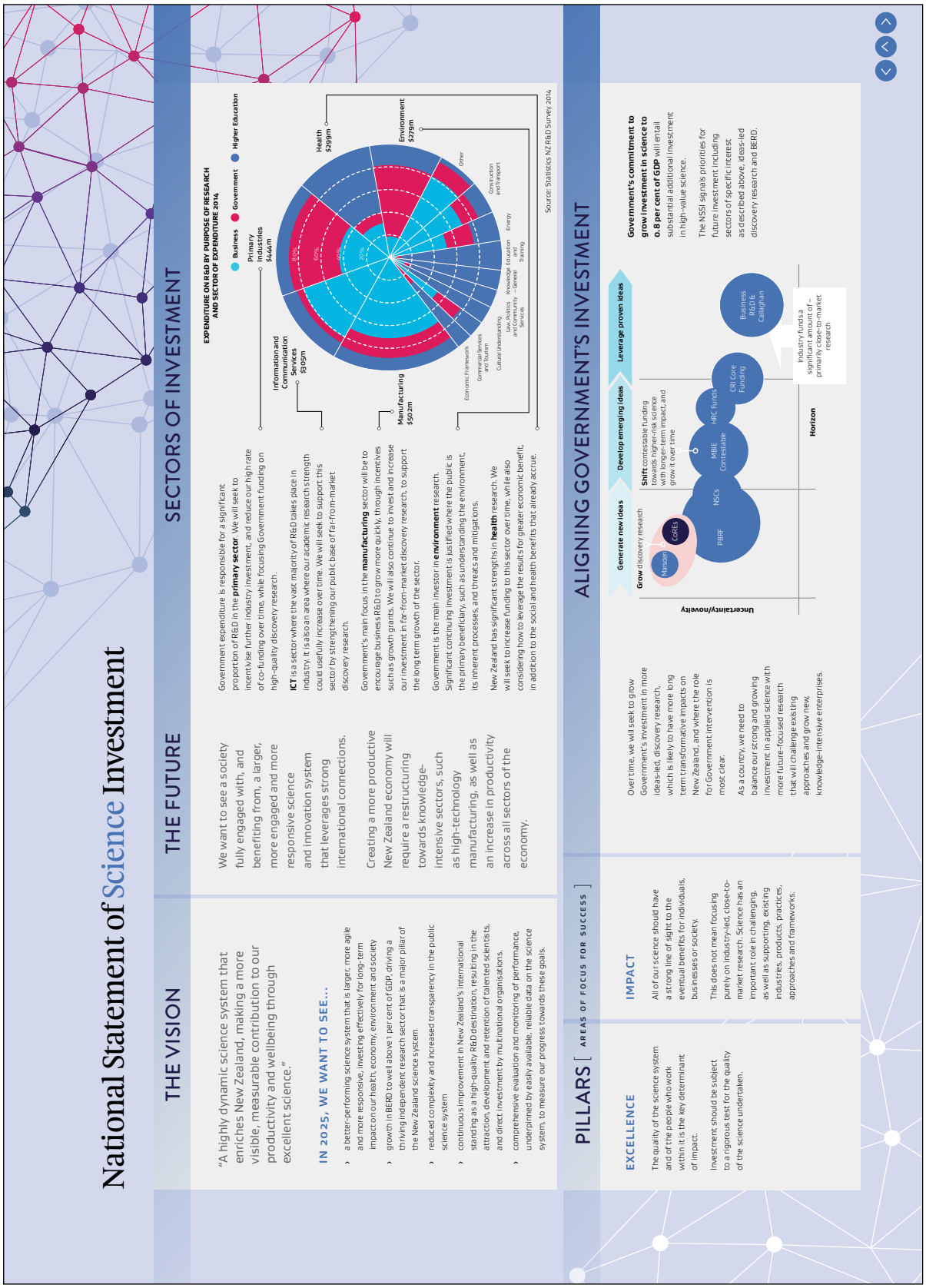
3.1. Does it provide a clear vision as to what success would look like (a desired future condition)?

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

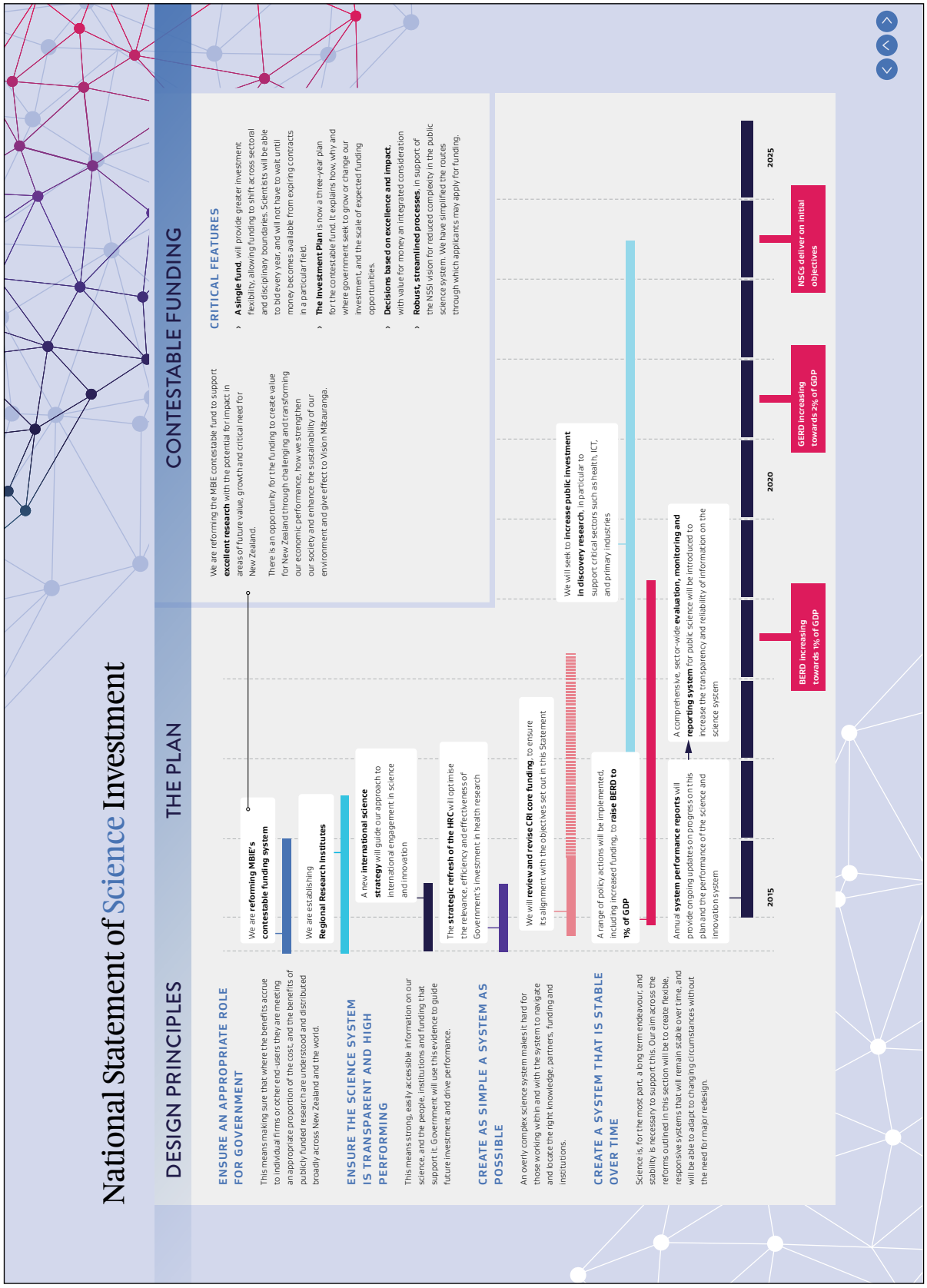
3.3. Does it describe how success will be measured and over what time frame?

Sub-element 3.1 Does it provide a clear vision as to what success would look like (a desired future condition)?

Example 10: Ministry of Business, Innovation and Employment.
National Statement of Science Investment [GDS062], p. 7.



Example 10: Ministry of Business, Innovation and Employment.
National Statement of Science Investment [GDS062], p. 8.



Example 10: Ministry of Business, Innovation and Employment.
National Statement of Science Investment [GDS062], p. 10.

10

Our vision for the science system

The New Zealand science system has a number of critical strengths. It is efficient, producing a high volume of good quality academic outputs at comparatively low cost. Elements of the system are tightly focused on science with direct relevance to end-users. Our approaches to some problems – such as biosecurity – are recognised as world leading. We also have internationally recognised strengths in health and biotechnology research, among other areas.

Government's investment in New Zealand's science system has grown by over 70 per cent between 2007/08 and 2015/16[1]. It is imperative that we ensure this and future investments are effective in delivering benefit to New Zealanders. The performance of the system in contributing to the outcomes Government is seeking can and should improve. In order to mitigate New Zealand's isolation and small scale, the way we do science and innovation as a country needs to be world leading, and our science investments need to make a bigger contribution to our economy. Central to this Statement is Government's vision for the shape of the science and innovation system in 10 years' time, and for science and innovation's contribution to New Zealand.

THE VISION FOR 2025

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

Over the next 10 years, we want to see:

- a better-performing science system that is larger, more agile and more responsive, investing effectively for long term impact on our health, economy, environment and society
- growth in BERD to well above 1 per cent of GDP, driving a thriving independent research sector that is a major pillar of the New Zealand science system
- reduced complexity and increased transparency in the public science system
- continuous improvement in New Zealand's international standing as a high-quality R&D destination, resulting in the attraction, development and retention of talented scientists, and direct investment by multinational organisations
- comprehensive evaluation and monitoring of performance, underpinned by easily available, reliable data on the science system, to measure our progress towards these goals.

Example 10: Ministry of Business, Innovation and Employment. *National Statement of Science Investment* [GDS062], p. 11.

Pillars

Our vision for 2025 will be supported by two main pillars or areas of focus where Government will concentrate its activity. These are impact and excellence.

It is vital that all parts of the system continue to strive for greater excellence and impact in the science undertaken, with our science being of the highest quality possible and most public investment having a clear line of sight to eventual impact. A focus on impact does not mean a focus solely on close-to-market or end-user-driven research. Scientific discovery challenges, as well as supports, existing industries and practices, and both roles must be developed in a balanced way.

IMPACT

Impact is a critical concept and a matter of increasing focus in science systems across the world. Investors, and in the publicly funded science system policy-makers and taxpayers, should have a strong understanding of the real-world effects of science, help to shape research questions, and accelerate the use to which knowledge will be put.

Impact encompasses the ways in which scientific research benefits individuals, whānau, communities, organisations, New Zealand, and the world. It encourages researchers and investors to think about the broader implications of research from the outset, as priorities shift, or when research raises unexpected discoveries.

Most science will take years to generate benefits for end-users, and there are many mechanisms by which new knowledge may eventually transform into benefit. Over the next few years, Government will focus on improving our understanding of the potential and measured impacts of research, including impacts resulting from the integration of the Vision Mātauranga policy across the Government's science investments. This is a tenet of the National Science Challenges (NSCs) and will be a prominent feature of the reformed Ministry of Business, Innovation and Employment (MBIE) contestable fund.

Government will do more to identify the value of high-impact research to New Zealand

This Statement includes a significant focus on the commercial impact of research and on industry research activity. This is an area in which New Zealand lags behind most other advanced economies, at a significant cost to our prosperity and wellbeing. Government intends to foster a much more innovative and innovation-led economy: rapidly lifting business R&D is central to this goal. Government has an aspirational goal to increase BERD to 1 per cent of GDP by 2018.

Other research will indirectly deliver financial dividends, for example by mitigating adverse health or environmental impacts or generating better understanding of our resources. Poor health or social outcomes, and environmental contamination or loss, are extremely costly, and science can deliver effective safeguards, treatments and solutions. Effective interventions are generally far more feasible, cheaper and more effective than rehabilitation or restoration.

However, high-impact research cannot always be valued in economic terms alone. For example, the impact of endangered species protection could be considered in terms of economic (tourism revenue), environmental (role in the ecosystem), and cultural or social (as taonga or public amenity) values.

This range of values means it is often inappropriate to trade off the impact of two very different research proposals. Individual competing proposals need to be considered on grounds of excellence, and against relevant dimensions of impact.

The relationship between New Zealand's science system and the world production of knowledge is important now, and that importance will grow in the future. Science is an international endeavour, with knowledge flowing easily across international borders, and international collaboration common. We need to ensure that we are well placed to access the best science from overseas, as well as generate excellent science of our own. Government will continue to give careful consideration to New Zealand's balance between conducting, collaborating in and accessing science, and monitor our investment decisions to make sure they are delivering the greatest overall value in this context.

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

Example 11: Department of Corrections.
Our Drug and Alcohol Strategy Through to 2020 [GDS009], p. 5.

What role do staff have in supporting our goals?

Our staff have an important role to play in encouraging and motivating offenders to address AOD issues. This requires staff to demonstrate an awareness and understanding of problematic AOD use. Corrections will continue to invest in training for frontline staff to provide them with the skills to confidently deliver brief interventions and ensure AOD messaging is consistent in our management of offenders. Additionally, staff will continue to set a positive example for offenders by role-modelling responsible alcohol use and leading a drug-free lifestyle.

What can offenders expect?

Offenders can expect to receive education about the harmful impact of problematic AOD on themselves and their communities. This will ensure offenders are equipped with the skills and knowledge to make responsible choices around AOD use. Additionally, AOD assessments and referrals will be made at the earliest possible opportunity.

Our approach for the coming years

Our focus in this area will be on preventing the uptake of AOD among offenders with little or no problematic use and referring offenders with mild AOD problems to the right support. Our approach will involve providing education and health promotion materials to raise awareness about AOD and its harmful impacts on the offender, their family and the community.

Corrections will continue to use existing services in the community that provide AOD education and raise awareness about problematic use. In addition to these services, we have recently invested in our own Work and Living Skills drink-driving education programme that aims to reduce further drink-driving offences for first and second time drink-drive offenders (offenders sentenced to over 80 hours of community work can convert up to 20 percent of their sentence into Work and Living Skills programmes). Between October 2015 and June 2016, 1340 are expected to participate in the programme. In addition to this, we will continue to build links with health and other community information services to provide AOD education and community information sessions.

Brief interventions will continue to be an important tool in our dealings with offenders who have low AOD needs or are at risk of developing an addiction. We will continue to deliver brief interventions to offenders with low to moderate AOD-need. Screening and brief interventions can identify people who are likely to be using AOD in a risky or harmful manner and motivate them to moderate their use. Overseas studies have shown that alcohol screening and brief interventions are a cost-effective approach to reducing risky and harmful AOD use.[3]

3 *Moyer, A., Finney, J. W., Swearingen, C. E., & Vergun, P. (2002). Brief interventions for alcohol problems: A meta–analytic review of controlled investigations in treatment–seeking and non–treatment–seeking populations. Addiction, 97(3), 279–292.*

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

Example 12: Ministry of Foreign Affairs and Trade.
Diversity and Inclusion Strategy 2018–2028 [GDS079], p. 20.

How will we know we have been successful?

- Increased diversity in applications produces a workforce that is representative of New Zealand by 2028.
- By 2023 percentage of Māori, Pasifika, Asian and other ethnic minorities among staff employed in New Zealand[1] is within [± 6%] of national percentages.
- By 2028 percentage of Māori, Pasifika, Asian and other ethnic minorities among staff employed in New Zealand[2] is within [± 3%] of national percentages.
- By 2028 we have employed 20 staff via Mainstream/Workbridge or other similar programmes.
- By 2023 the talent management map has identified enough 'ready now' diverse candidates to fill any above the line roles.
- From 2019 percentage of staff from diverse groups identified in the talent management map successfully progress to the next level at the same or faster rate than the average.
- From 2019 promotion and posting rate is no lower for groups of diverse staff.
- Voluntary termination rate is not higher for groups of diverse staff.

[1] Subject to Section 61A of the State Sector Act.
[2] Subject to Section 61A of the State Sector Act.

Example 13: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 15.

Priority outcomes and actions

Faiva Ora 2016–2021 sets out the actions for the next five years that will contribute to achieving its vision. These priorities are:

1 improved outcomes for Pasifika disabled children, youth and their families

2 Pasifika communities are able to better engage with and support individuals with disabilities and their families to participate in their communities

3 disability services and supports meet the needs of Pasifika disabled people and their families

4 stakeholders working in partnership to address challenges experienced by Pasifika disabled people and their families.

Priority Outcome 1: Improved outcomes for Pasifika disabled children, youth and their families

The following actions aim to meet the above outcome.

Action		Outcome	Outcome measure	Completion date
1	Support Pasifika youth to access leadership training, mentoring and development opportunities	Pasifika disabled youth increase their independence	Increased numbers of Pasifika disabled youth complete leadership and mentoring training	June 2021
2	Consider the establishment of a range of respite options that are Pasifika specific in Auckland and Wellington as part of the Disability Support Services Respite Strategy	Pasifika families have improved access to respite	Pasifika-specific respite options are considered in Auckland and Wellington	December 2018
3	Promote and encourage Pasifika disabled to use person-directed purchasing approaches[17]	Pasifika disabled youth have more choice, control and flexibility in their support options	Increased numbers of Pasifika disabled people use Individualised Funding, Enhanced Individualised Funding, Enabling Good Lives, Choices in Community Living	June 2021
4	Explore the possibility of establishing a Pasifika independent facilitator in South Auckland	Pasifika disabled people and their carers are more aware of, and are connected with, available disability services and community supports	Pasifika independent facilitator considered in South Auckland	December 2017

[17] These approaches include Individualised Funding, Enhanced Individualised Funding, Choices in Community Living, and Enabling Good Lives.

Example 13: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 16.

Action		Outcome	Outcome measure	Completion date
5	Widely disseminate culturally appropriate information and resources about disability support services based on recommendations from the review of all Ministry-funded disability information and advisory services	Pasifika people are more aware of and understand accessible information on available disability support services	Pasifika people access information on disability support services	December 2017
6	Encourage Pasifika people to access the carer learning and wellbeing resource service and carer matching service, and monitor their use of the services	Pasifika families and carers have the skills and knowledge to support disabled people	An increase in the number of Pasifika people using the carer matching service and carer learning and wellbeing resource service	December 2017
7	Consider establishing two circles of support[18] for Pasifika families who have disabled children and youth – one in Auckland and one in Wellington – per annum	Pasifika disabled people have support from a group of people who assist with the thinking, planning and actioning of their personal goals	Two circles of support for Pasifika people per annum are considered	June 2018
8	Consider establishing 'community conversations'[19] for Pasifika families who have disabled children and youth – three per annum in Auckland and one per annum in Wellington	Pasifika disabled people and their families participate in community conversations on how best to support them in their communities	Three community conversations are considered per annum in Auckland and one per annum in Wellington	June 2021
9	Include Pasifika youth and family members in policy development and service design and implementation	The Ministry's decision-making is well informed regarding Pasifika disability	Youth and family member representatives are on key Ministry DSS advisory groups	June 2021

[18] www.resourcingfamilies.org.au/learn-about/building-support-networks/circles-of-support/

[19] www.naric.com/?q=en/rif/Community%20Conversations%20Can%20Bring%20Diverse%20Stakeholders%20Together%20to%20Build%20Consensus

Example 13: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 17.

Priority Outcome 2: Pasifika communities are able to better engage with and support individuals with disabilities and their families to participate in their communities

The following actions aim to meet the above outcome.

Action		Outcome	Outcome measure	Completion date
1	Pasifika communities[20] to lead innovations that raise awareness of disability services and challenge stigma	Pasifika communities are aware of disability services and challenge community stigma[21]	Local innovations are developed and delivered by Pasifika communities	June 2018
2	Update and circulate Pasifika church engagement resources	Enhanced disability responsiveness of Pasifika church communities	An increase in the number of Pasifika church communities who use church engagement resources	December 2017
3	Share innovation experiences and lessons learnt with the disability sector	Fono are held in Auckland and Wellington on a two-yearly basis to share experiences and learnings from innovations	Fono held in Auckland and Wellington	June 2021
4	Enable Pasifika disabled people and their families to access the UNCRPD training programme[22]	Pasifika disabled people and their families access UNCRPD training	An increase in the number of Pacific people who access the programme	June 2021

[20] With a specific focus on Waikato, Wellington and Christchurch.

[21] From a religious belief perspective, Pacific people believe that disability is a divine punishment from God due to sinful acts by the person with a disability and/or their family. Pacific people also hold cultural beliefs that disability is a curse on the individual and their family due to wrongdoing by family or ancestors.

[22] This is the United Nations Convention on the Rights of People with Disabilities (UNCRPD) training programme for the disability support workforce. Delivered by people with disabilities, this programme aims to promote the rights of people with disabilities.

Example 13: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 18.

Priority Outcome 3: Disability services and supports meet the needs of Pasifika disabled people and their families

The following actions aim to meet the above outcome.

Action		Outcome	Outcome measure	Completion date
1	Increase the number of disability providers and staff who access training on organisational Pasifika service responsiveness	An increase in the Pasifika cultural competence of the disability support workforce	An increase in the number of disability workers who access Pasifika disability cultural training	June 2018
2	Support the provision of advice by the Faiva Ora Leadership Group by holding twice-yearly meetings	Pasifika expert advice is provided to the Ministry	Two-yearly meetings of the Faiva Ora Leadership group are held	June 2021
3	Ensure Pasifika disability needs are considered in all Ministry service reviews, service commissioning and programmes	Pasifika disability needs are considered and inform decision-making	Pasifika advice is provided to Ministry service reviews and service commissioning activities	June 2021
4	Promote disability careers to Pasifika people and communities	An increase in the number of Pasifika people working in disability support services	The profile of disability careers is raised in Pasifika communities More Pasifika people are in leadership and support worker roles in disability support services	December 2019
5	Establish a statistically reliable method of obtaining satisfaction feedback from Pasifika disability support service users	Pasifika people have a 'voice' and contribute to service improvement	Feedback is obtained annually and disseminated to providers to inform improvements to service delivery	December 2018

Example 13: Ministry of Health.
Faiva Ora 2016–2021 – National Pasifika Disability Plan [GDS108], p. 19.

Priority Outcome 4: Stakeholders working in partnership to address challenges experienced by Pasifika disabled people and their families

The following actions aim to meet the above outcome.

Action		Outcome	Outcome measure	Completion date
1	Work with primary health organisations (PHOs) and district health boards (DHBs) in the Auckland and Wellington regions to promote information resources to Pasifika people	More Pasifika people are aware of and understand available disability support services and other services	PHO and DHBs are aware of the Ministry of Health's Pasifika disability initiatives	June 2021
2	Work with the Ministries of Social Development, Vulnerable Children, Justice and Education on initiatives concerning Pasifika disabled children	Other ministries are aware of the Ministry of Health's Pasifika disability initiatives	Advice is provided to the ministries Pasifika disability tools and resources are shared with other ministries	June 2021

Element 4: Approach and Focus

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

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

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

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

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

Example 14: Jointly held by Government Communications Security Bureau and New Zealand Security Intelligence Service.
Diversity and Inclusion Strategy 2017–2020 [GDS019 and GDS135], pp. 33–34.

Action Plan

Goal 1 *Workforce Diversity*

The NZIC has strategies in place to support the employment and retention of identified diverse groups.

ITEM	ACTIONS	MEASURES
Research and Marketing	1. Undertake independent external research to inform our understanding of the attractions and barriers for Women, Māori, Pacific and Asian joining the NZIC. 2. Review all website and marketing material to ensure the material engages and encourages women, Māori, Pacific and Asian Peoples to consider the NZIC as an employer of choice. 3. Develop a targeted diversity marketing strategy and recruitment campaign including web, social media, career fairs which raises the profile of the GCSB and the NZSIS as an employer of choice.	» Research undertaken and reported on in 2018. » All existing marketing material reviewed and redeveloped. » Diversity campaign developed, funded and implemented and NZSIS/GCSB. » Beyond Ordinary and agency sites reviewed and redesigned to include diversity drivers (2018).
ITEM	**ACTIONS**	**MEASURES**
Gender and Ethnicity	4. Increase the number of female graduates in annual GCSB intakes through more targeted marketing. 5. GCSB to develop a structured communication campaign for the Graduate programme through web and social media and promote the Graduate programme to young women on the back of the scholarship programme. 6. Continue the GCSB's tertiary scholarships programme targeting women (including an ethnic with a focus on Māori/Pacifica scholarship) in STEM subjects and maximise the opportunity gained from the 2017 campaign and promote the Graduate programme to young women on the back of the scholarship programme. 7. GCSB to set criteria, prioritise, budget and support through sponsorship, events such as Rails Girls Supercharged, Women in Tech, Innovative Young Minds and Cyber Challenge at Waikato University. 8. Supporting women within the NZIC with their career development to help in progressing to more senior technical and operational roles. 9. NZSIS to develop and implement a campaign to increase the number of women applying for more operational roles.	» Numbers of female graduates applying for GCSB roles increases along with placement rates. » Structured communications strategy developed and implemented. » Scholarships implemented (including ethnic scholarship) and 2017 momentum built upon. » Sponsorship programme developed and implemented. » Support provided for emerging leaders, technical roles and subject matter experts on career development plans. » Marketing campaign targeting women to encourage applications to operational positions.

Example 14: Jointly held by Government Communications Security Bureau and New Zealand Security Intelligence Service.
Diversity and Inclusion Strategy 2017–2020 [GDS019 and GDS135], p. 35.

ITEM	ACTIONS	MEASURES
Data	10. Undertake data analysis at each stage of recruitment and promotion process. 11. Ensure all new appointments are remunerated on the basis of skills and job requirements and no gender pay gap is created inadvertently.	» Comprehensive data provided and remedial action taken as required. » Six monthly data on pay gap produced.
Other	12. NZSIS to introduce a tertiary scholarship targeting Women, Māori and Pacifica in specific disciplines (e.g psychology, politics, technology and languages). 13. NZSIS to provide information which addresses the "myths" around security clearances that may prevent applicants from applying (for example self-exclusion because of a relation's criminal association). This can be put on the website. 14. Identify opportunities (speeches, course speakers etc.) for the NZIC to engage with polytechnics, universities, Wananga and other educational institutions to promote the NZIC and the career opportunities to women and specific ethnic groups.	» Guidance for applicants produced. » Information around security clearances published on websites. » Relationships built with key institutions and annual visit and speaker programme organised.

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

Example 15: Ministry of Business, Innovation and Employment. *Strategy to 2040 – He Kai Kei Aku Ringa* [GDS056], p. 4.

He kai kei aku ringa: The Crown-Māori economic growth partnership

Growing a more productive, innovative and internationally connected Māori economic sector will deliver prosperity to Māori, and resilience and growth to the national economy. This will be achieved by lifting per capita income and improving export performance, which will lift the Māori contribution to the New Zealand economy and improve quality of life for Māori and all New Zealanders.

He kai kei aku ringa

A VISION FOR MĀORI ECONOMIC DEVELOPMENT

Our vision for Māori economic development is he kai kei aku ringa – literally, to provide the food you need with your own hands – whereby whānau, hapū, iwi and enterprises are actively seeking opportunities to sustainably develop their own resources (human and natural) to improve Māori economic performance.

He kai kei aku ringa is possible when:

- Māori experience a transformational change in economic performance;
- Māori experience a transformational change in socio-economic outcomes;
- New Zealand experiences a transformational change in national economic direction.

Six goals

TO ACHIEVE *HE KAI KEI AKU RINGA*

1. Greater educational participation and performance
2. Skilled and successful workforce
3. Increased financial literacy and savings
4. Government, in partnership with Māori, enables growth
5. Active discussions about development of natural resources
6. Māori Inc as a driver of economic growth

Strengthening foundations

A NEW APPROACH TO ECONOMIC GROWTH

Our vision requires a different approach to economic development strategies of recent years. Māori economic growth requires an approach that is specifically tailored to Māori – an approach that enables and supports Māori to participate as equal partners in New Zealand's economic development. There are two key aspects to this new approach.

A WHĀNAU-CENTRIC APPROACH recognises whānau as the foundation of the Māori economy and culture. This philosophy sees whānau taking the lead in decisions that affect their lives, and in delivering services, with the support of the community and Government.

MĀORI INC is a concept that brings together the actors who comprise the Māori contribution to the economy and influences the way they conduct themselves. It is the glue that sees these actors working together for true economic prosperity. Importantly, Māori Inc sees Māori not as passengers, but drivers of economic growth.

Example 16: Statistics New Zealand.
Transforming the New Zealand Census of Population and Dwellings [GDS140], p. 5.

Executive summary

Transforming the New Zealand Census of Population and Dwellings presents the issues on the development of a strategic direction and timeline for the transformation of the New Zealand Census of Population and Dwellings. This development is part of Tomorrow's Official Population and Social Statistics Programme.

1. The New Zealand Census of Population and Dwellings provides the official count of all people and dwellings in New Zealand and gives detailed socio-economic information at the community level. The population count recalibrates and improves the accuracy of all official population estimates and projections.

2. Census information determines the number, size, and boundaries of general and Māori electorates, enabling fair constituency representation. It is also used in reviewing electoral arrangements for local government. Census information underpins effective and efficient allocation of government funding; provides unique information for monitoring small populations and localities; and supports future planning at a national, regional and local level.

3. Although the cost of the New Zealand census compares favourably with other countries, increases in population size and per-unit cost have led to significant cost increases between consecutive five-year censuses. Questions have been raised on whether better value could be achieved by a change in the census model or frequency.

4. Internationally, a variety of approaches (models) are used to obtain census information. The approaches taken in each country continue to adapt and evolve in response to various drivers. Drivers of change include costs, quality of information, privacy concerns, technology, decreasing participation, availability of alternative information sources and the strong demand for more frequent information.

5. Investigative work by Statistics New Zealand has shown that with alternative data systems evolving, considerable uncertainty exists around changing the census frequency or model. There is also a lack of clear evidence on which to make decisions on long-term options for the New Zealand census.

6. In recognition of this, the strategy for transforming the census proceeds from a short-term focus on modernising the current census model to achieve efficiencies and reduce costs. In the longer term, the goal is to develop a new census model based on the use of formal registers or existing administrative data sources.

7. Countries that have register-based censuses are able to produce census information at much lower cost, and information can be produced more frequently. Transforming the New Zealand census will involve managing a high degree of uncertainty and complexity, and potentially the need to modify government infrastructure systems. Given this, a phased approach is proposed to the transformation to manage the high level of risk and to ensure continued production of quality population statistics. Four phases are proposed.

    - Phase 1 – 2011–15: Develop new collection processes for the five-yearly census and progress investigation of existing administrative data sources.
    - Phase 2 – 2016–20: Implement new collection processes in the 2018 Census and determine improvements to data sources for an administrative census.

Example 16: Statistics New Zealand.
Transforming the New Zealand Census of Population and Dwellings [GDS140], p. 6.

- Phase 3 – 2021–25: Complete new collection processes; review timing of future censuses and progress development of administrative data sources.
- Phase 4 – 2026–30: Complete evaluation and implementation of an administrative census, if feasible.

8. The sequencing of the phases is premised on continuing an increasingly efficient five-yearly census until alternative options become feasible. This will ensure minimal disruption to delivering critical population statistics and assist more rapid implementation of the strategy, since census data are needed to evaluate options. At the end of each phase, an evaluation report will ensure that progress and prospects are clearly signposted and that investment requirements can be reassessed as required and targeted effectively. It will also provide government policy choices at this time.

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

Example 17: Ministry for Primary Industries.
Cadmium and New Zealand Agriculture and Horticulture [GDS032], p. 1.

Cadmium Working Group
Final Report October 2010

1 Executive Summary

1. Cadmium is a naturally occurring heavy metal in soils. Cadmium is only acutely toxic at very high levels, but it does accumulate in kidneys and livers which can lead to chronic toxicity problems. Current dietary surveys for New Zealander's indicate that the daily intake of cadmium is lower than the World Health Organisation (WHO) tolerable daily intake guidelines. It is unlikely that at current food cadmium levels there are any adverse health implications for the New Zealand population. However, there is some potential for the intake guidelines to change in future as new science come to hand, and there is a need for continued vigilance.

2. Phosphate fertiliser is the primary source of cadmium accumulation in agricultural soils, and the industry has imposed a voluntary limit on the levels of cadmium in fertilisers. However, low cadmium sources of phosphate rock are limited in supply and uncertain in their availability. Moreover there are no commercially viable processes for removing cadmium from rock phosphate. The accumulation of cadmium in NZ soils is likely therefore to continue in the immediate future.

3. In response to concerns about the likely continued accumulation of cadmium, the Chief Executive Environmental Forum established the Cadmium Working Group (CWG) supported through the Ministry of Agriculture and Forestry. The Working Group was tasked with assessing the potential risks surrounding cadmium in New Zealand's agriculture and food systems, and to develop responses. This report sets out the CWG's strategy for managing cadmium over the long term. It is intended to stand for the next seven years whilst information is collected and research undertaken to fill key knowledge gaps, with the aim of a review at the end of the period to determine progress and future directions.

4. Strategy Objective ***To ensure that cadmium in rural production poses minimal risks to health, trade, land use flexibility and the environment over the next 100 yrs***

5. Strategy Approach:a focus on the key risk areas of:
   - Protecting human health
   - Maintaining trade access and a vibrant productive sector
   - Maintaining flexibility in land use options
   - Protecting the environment, particularly groundwater and natural ecosystems

6. The Work Programmes cover:
   - Governance
   - Food Monitoring
   - Fertiliser Management
   - Management and Education
   - Environmental Monitoring and Research

Example 17: Ministry for Primary Industries.
Cadmium and New Zealand Agriculture and Horticulture [GDS032], p. 6.

4 Approach

This strategy is based on a risk management approach to dealing with cadmium in agriculture. The risk based approach involves a focus on the key risk areas of:

1. Protecting human health.
2. Maintaining trade access and a vibrant productive sector.
3. Maintaining flexibility in land use options.
4. Protecting the environment[2], particularly groundwater and natural ecosystems/farm ecosystems.

The strategy will ensure that there are management strategies in place to reduce these risks to an acceptable level. The strategy recognises, however, that our ability to manage risks is constrained by a lack of information in key areas such as the impact of cadmium on the environment and groundwater.

Because of this lack of knowledge, the strategy is an interim approach that aims to have a review at the end of 7 years. It manages risks to the best of our current knowledge and ability recognising the costs of precipitate action, but also focuses on developing the information base that will allow us to better manage risks in the future. The basis of this approach is therefore to:

- Develop New Zealand risk based guidance for cadmium in agricultural soils.
- Proactively, but cautiously manage risks based on current available information.
- Develop new knowledge to allow the appropriateness and effectiveness of the strategy to be assessed at review.

Because the build up of cadmium is slow, taking this approach allows recognition of the issues and implementation of an approach to manage the most immediate risks, without imposing potentially unnecessary costs on the industry and regulators.

The strategy has two broad and overlapping thrusts for managing the risks:

- A comprehensive food monitoring programme, which is the means of identifying the risks to trade and human health.
- A soil, water and fertiliser monitoring and fertiliser management programme, which is the primary means addressing the land use flexibility and environmental risks.

Where threats in specific situations or food products are identified, either through the food monitoring programme or the soil monitoring, there will be a common management and education programme to mitigate those risks. There will also be consistent governance arrangements, and a common research programme underpinning the strategy. The structure of the strategy is shown in

[2] The environment is defined in the RMA as including ecosystems and their constituent parts, including people and communities; natural and physical resources; amenity values; and the social, economic, aesthetic and cultural conditions which affect the previous or which are affected by those matters.

Example 17: Ministry for Primary Industries.
Cadmium and New Zealand Agriculture and Horticulture [GDS032], p. 7.

Figure 1 below. The strategy addresses each of the specific risk objectives through the following pathways:

- The risks to ***domestic human health*** will be managed primarily through food standards and non-regulatory measures based on data gathered via the food monitoring programme, with the initial emphasis on the Total Diet Study. Non-regulatory approaches may include measures such as education of growers about minimising cadmium uptake in products.

- Risks to ***trade*** will be primarily achieved taking cognisance of international approaches through management and mitigation where specific problems are identified through the food monitoring programme. However governance, particularly communicating with trading partners and customers about New Zealand's approach to management of cadmium, will also be of key importance in providing confidence about our approach.

- Risks to ***costs of production*** will be managed throughout the programme, but in the long term research is required to determine how we can best limit the build up of cadmium in a cost effective manner.

- Maintaining ***land use flexibility*** will be ensured through monitoring of soils and fertilisers, and through a tiered fertiliser management programme that will limit the build up of cadmium. Research will be required to address long term issues surrounding the build up of cadmium and how it should most cost effectively be minimised.

- The impacts of cadmium on the ***environment and groundwater*** are not currently well understood in the New Zealand context. These risks will be managed through a monitoring and research programme. The monitoring will focus on soils, groundwater and ecological sites, and the research will work to understand cadmium pathways and how it can impact on farmland ecosystems (particularly in the soil) and on off-site ecosystems.

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

Example 18: Ministry of Education.
Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan [GDS073], p. 24.

1. ***Improve initial teacher education with increased science and technology teaching competencies, leading to increased confidence***

   New action

   › **Lift the science and technology content in initial teacher education**

   We will work with initial teacher education providers, qualification accreditation bodies and relevant professional bodies in considering the nature and scope of science and technology content in initial teacher education. This could form a component of under-graduate qualifications for early childhood and primary education, and would be targeted to lift the confidence of graduating teachers to teach science (teachers currently report limited confidence, particularly at years 7–8).

   Early childhood and primary education is important for imparting foundation curiosity and learning behaviours for learners' future attitudes and practices toward science and technology. To maximise this opportunity new primary teachers need the confidence and content knowledge to sustain student engagement and progress.

2. ***Improve the quality and relevance of continuing professional learning and development (PLD) opportunities for teachers in science and technology***

   The Government spends more than $80 million every year on PLD to support the development of a highly capable profession, and a PLD system that builds the skills of teachers and education leaders. This investment is intended to deliver measurable gains for students across the curriculum, including science/pūtaiao, technology/hangarau and mathematics/pāngarau.

CASE STUDY

– The Hutt Valley Primary Science Education Network brings together Hutt Valley primary schools, the Open Polytechnic, GNS Science, and the Hutt City Council

HOW CAN A COMMUNITY IMPROVE STUDENTS' ENGAGEMENT WITH SCIENCE?

A collaborative network – the Hutt Valley Primary Science Education Network – has been set up to address the challenges in engaging and retaining students in science education. The network, administered by the Hutt-based Open Polytechnic, brings together school principals, teachers and other key individuals to provide an opportunity to learn from each other how best to champion science education at the primary level. The network builds on an Open Polytechnic initiative for 2014 offering all teachers, fee-free, its distance-learning Graduate Certificate in Primary Science Teaching (Curriculum) programme. The network includes GNS Science and the Hutt City Council, which has earmarked $120,000 for Mayoral scholarships worth $2,500 each. These will be available to each Lower Hutt primary school with a teacher studying for the graduate certificate and is to be put towards additional science resources for that teacher to use in their classroom or for teacher release time. The initiative builds on research that shows the best time to build an interest in science is when children are at primary school. Hutt Mayor Ray Wallace points out the importance of science education for the future of the region. "Giving primary teachers support to inspire our youth in the sciences will help transform the Hutt Valley into one of New Zealand's leading export and economic growth centres, based on science, engineering and technology."

Example 18: Ministry of Education.
Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan [GDS073], p. 25.

In 2014, about $5.7 million was appropriated by government to science and technology PLD. This figure does not include the science and technology PLD included in other contracts, and that schools can apply for on the basis of need.

The Minister of Education has appointed an Advisory Group with representatives from across the education sector to provide advice on the design of future PLD across the compulsory schooling sector. The group will provide advice on what improvements should be made to the targeting of centrally funded PLD to achieve a system-wide lift in student achievement, and will provide advice on how changes could be implemented to achieve the maximum impact.

New actions

› **Science Skills in Education initiative**

We will establish an initiative to support schools and teachers to build confidence and access resources to develop rich, contextualised science programmes that are exciting for students. It will include assisting teachers to continue their science education, focusing on skills that reflect science/pūtaiao in the national curriculum, and expanding the availability of the Sir Paul Callaghan Science Academy initiative. This initiative focuses on professional learning and will explore links to the Teachers in Industry project as appropriate.

› **Teachers in Industry project**

We will establish a project for teachers to connect schools with science-intensive businesses to enable teachers to spend a period of time in a business to bring business-relevant content into their science lesson plans.

Supporting actions

› Provide teachers of science in years 1–10 with opportunities to work with research organisations to develop leadership skills and enhance the teaching of science within schools and communities.

› Support the Science/Biotechnology Learning Hubs to provide a high-quality online repository of New Zealand science and resources to support science education for teachers, students and communities.

3. Build and maintain meaningful links between science and technology educators and learners, and science professionals and technologists, both in the classroom and through opportunities that engage the wider community

Partnerships with tertiary education organisations, CRIs, private bodies, science organisations (such as museums, science centres, zoos, aquaria, observatories) and secondary-tertiary programmes that enable participants to experience tertiary-level educational activities are all key for learning outside the classroom. These learning experiences outside the classroom need to be integrated meaningfully within teaching and learning programmes.

New action

› **Develop and implement a participatory science platform**

This platform (described below at 3.4) will engage schools/kura, community-based groups and organisations, and science professionals in questions that are scientifically rigorous, locally relevant and pedagogically innovative. The platform includes central coordinator roles that will oversee the platform and be a conduit between learning environments and scientists.

4. Review the positioning and content of digital technology within the New Zealand Curriculum and Te Marautanga o Aotearoa

New action

› **Review the positioning and content of digital technology**

We will work alongside sector partners to review the positioning and content of digital technology within the framework of the New Zealand Curriculum and Te Marautanga o Aotearoa.

Example 18: Ministry of Education.
Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan [GDS073], p. 35.

4. IMPLEMENTING AND MONITORING THE PLAN

Addressing the challenges described in the plan are longer-term issues that will require a commitment to sustained change. It will also require us to learn, modify as we go, and continue engaging with stakeholders.

4.1 Implementation approach

As this is the first Science in Society plan, the government has asked the Science in Society Reference Group to reconvene in 2015 to review progress and advise about any modifications to the actions to better deliver on the outcomes. MBIE and MoE together with the PMCSA will oversee implementation of the plan by government agencies, iwi and other sectors including the education, science, business and museum sectors. The two agencies will also lead a process of engagement with the public on the plan and the actions in it.

Central to the terms of reference of the PMCSA is to support an improved and productive relationship between science and society. As such, the PMCSA and the DSA network will continue to be active in implementing the plan.

4.2 Timeframe

While the challenges are long term, the plan sets out a direction for the next 10 years and actions for the next three years from 2014 to 2017. The actions may be modified and enhanced as we learn more over the life of the plan.

Some actions are already underway, as they continue or enhance effective existing actions. Enhancing the role of the Science Media Centre and MoE's pilot of a strategic leadership and coordination role for better connecting schools and the science sector are examples of these actions.

The plan also includes actions that can be implemented in the short to medium term. For example, the participatory science platform and the contestable fund for initiatives focused on science outreach and engaging harder-to-reach groups will be developed in 2014/15 for implementation in 2015/16.

Finally, some of the proposed Action Areas for the education sector require a longer term (over school years 1–6) approach. This will ensure that there is sufficient time to address changes around, for example, initial teacher education, and linking classrooms to the professional science sector. These actions will help inspire and provide authentic learning opportunities of relevance and interest to students.

Example 18: Ministry of Education.
Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan [GDS073], p. 38.

Annex 1: Intervention logic

CHALLENGES

INCREASING THE NUMBERS OF LEARNERS WITH SCIENCE, TECHNOLOGY AND ENGINEERING COMPETENCIES TO MEET THE NEEDS OF THEIR EVERYDAY LIVES AND THE 21ST CENTURY LABOUR MARKET	INCREASING THE ENGAGEMENT OF NEW ZEALANDERS WITH SCIENCE AND TECHNOLOGY	INCREASING THE EFFECTIVENESS OF THE SCIENCE SECTOR'S ENGAGEMENT WITH THE PUBLIC

ACTION AREAS

ENHANCING THE ROLE OF EDUCATION	PUBLIC ENGAGING WITH SCIENCE AND TECHNOLOGY	SCIENCE SECTOR ENGAGING WITH THE PUBLIC
• Improve initial teacher education • Better professional learning and development • Stronger links between STEM educators, learners, scientists and technologists	• Encourage quality science and technology outreach and education initiatives for harder-to-reach groups • Encourage young people into science and technology careers • Encourage parents/whānau to engage with science • Encourage high-quality science journalism • Build stronger links between the science and education sectors and museums, zoos and science centres • Monitor data about public attitudes/engagement with science and technology	• Support scientists to contribute to education • Ensure scientists use leading edge public engagement practice and standards • Ensure scientists know how to make research accessible • Increase profile of Māori science/pūtaiao researchers and researchers in mātauranga Māori

PARTICIPATORY SCIENCE

ACTORS

EDUCATION SECTOR	PUBLIC	SCIENCE SECTOR
• all learners • all teachers • all tertiary providers		

OBJECTIVE

BETTER ENGAGEMENT WITH SCIENCE AND TECHNOLOGY ACROSS ALL SECTORS OF NEW ZEALAND

OUTCOMES (MEDIUM TERM)

More science and technology-competent learners and more choosing STEM careers	More scientifically and technologically engaged public and more publicly engaged science sector

OBJECTIVE OUTCOMES (LONGER TERM)

MORE SKILLED WORKFORCE	MORE RESPONSIVE SCIENCE AND TECHNOLOGY
Skilled workforce with a greater number of New Zealanders with the skills needed to support creativity, innovation and knowledge uptake and use	Publicly funded science and technology are more responsive to the needs of New Zealanders

Element 5: Implementation and Accountability

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

5.2. Does it identify who will report on its progress?

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

5.4. Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?

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

Example 19: Department of Conservation.
Information Systems Strategic Plan [GDS005], p. 37.

12 Oversight and accountability

This ISSP defines part of the business strategy for how information systems support DOC's work.

Implementing the ISSP will need active oversight, engagement or governance from across DOC if it is to be successful.

The Deputy-Director General Corporate Services will provide the single point of accountability for delivering the ISSP.

A reference group comprising key stakeholder Directors will be established to assist with the oversight of the ISSP, ensuring we deliver tangible transformational change on a regular basis, to improve DOC's ICT performance, while also making our peoples' lives easier and more productive incrementally.

13 ISS operating model

The ISS senior management team formalised how ISS will operate as a business unit, according to established guidelines, here. The ISS Operating Model describes how ISS managers, their teams and ISS staff work to deliver services to our clients within DOC, and their customers.

We aim to provide a consistent, effective and efficient quality of service. Our Operating Model is related to how we are structured as a business unit within the context of DOC's operating model, and the all-of-government vision for a single, coherent ICT ecosystem supporting system-wide ICT benefits and better public services.

The ISS Operating Model illustrates the:

- strategic engagement model for new transformational work
- operational engagement for existing applications and systems
- engagement within ISS and the business about IT projects.

14 Key execution capabilities

Delivering this ISSP will require changes to some current capabilities, specifically:

- priority must be given to building targeted ICT capability to deliver the ISSP
- capabilities will be developed for building an ISS "business partnership" model
- recommendations will be proposed for changes to the ICT funding model for delivering the technology road maps
- monitoring ICT performance will done by establishing business oversight of the ISSP work programme
- a Portfolio Office will be established within ISS
- engagement strategies will improve ISS business partnership capabilities and competencies
- DOC business processes will become standardised and follow industry practice.

The following points have important implications for DOC's ICT investment:

- ICT-enabled business systems must deliver the expected benefits

Sub-element 5.2 Does it identify who will report on its progress?

Example 20: Ministry for Primary Industries.
Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru [GDS030], p. 45.

IMPLEMENTATION
AND REVIEW OF THE STRATEGY

8.1 IMPLEMENTATION

To improve the direction for, and delivery and uptake of, biosecurity science, the Strategy will need to be actively implemented. Engagement from biosecurity science providers, users and funders will be critical in achieving the vision of the Strategy. The first steps in implementation of this Strategy will be:

- broad communication of the Strategy by MAF Biosecurity New Zealand;
- development of an implementation plan by MAF Biosecurity New Zealand in consultation with stakeholders and Māori;
- determination of the "baseline" status and performance measures for each of the actions in the Strategy;
- establishment of the biosecurity science system with the necessary groups, terms of reference and mechanisms for collecting information.

8.2 REVIEW OF THE STRATEGY

Regular review of the Strategy will be important in ensuring that we are on track to meet the goals and objectives. Review will be undertaken at four levels as outlined in table 2.

A rigorous process to review and update the Strategy, by identifying and using meaningful performance measures, is critical for its success. For each action, a performance measure will be developed with an indicator and baseline. An example is provided in table 3. These performance measures will be specific, measurable, achievable, and time-bound to enable us to monitor how science is contributing to economic, environmental, social and cultural biosecurity-related outcomes. Performance measures for the actions will be included in the implementation plan to be developed by MAF Biosecurity New Zealand. Where possible the same performance measures or indicators will be used for multiple actions.

TABLE 3: EXAMPLE OF AN ACTION PERFORMANCE MEASURE

Action	Develop the procedures to be used by the forums for prioritisation of research needs and research uptake using the Biosecurity Decisions Framework (see Appendix B)
Baseline	Whether the procedures have been developed
Target date	June 2008

TABLE 2: REVIEW OF THE STRATEGY

TYPE OF REVIEW	TIME PERIOD	RESPONSIBILITY
Review of progress on implementation of actions	Annually	MAF Biosecurity New Zealand Strategic Science Team supported by MoRST
Review of priorities	Annually	MAF Biosecurity New Zealand through the biosecurity science system
Review of progress against strategy objectives	5-yearly	MAF Biosecurity New Zealand through the biosecurity science system
Review of Strategy as a whole	5-yearly	MAF Biosecurity New Zealand through the biosecurity science system

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

Example 21: Ministry of Transport.
Transport Research Strategy [GDS131], p. 24.

PUTTING THE RESEARCH STRATEGY INTO PRACTICE

Implementation planning

The Research Strategy is a strategic document that looks into research needs over a 30-year horizon. Taken together, the four elements – investing in the right research, facilitating collaboration, ensuring visibility, and accessing and investing in research capacity – form the basis of the implementation plan to put this strategy into action.

The Research Strategy applied both top-down and bottom-up approaches to determine the strategic research priorities for the sector. Adhering to principles of efficiency and effectiveness means that decisions on strategic research directions need to be made with the longer term in mind. In some instances, it may take some years to accumulate enough knowledge to gain the necessary insights. Therefore, there must be mechanisms in place to maintain the focus through long periods. We will develop an implementation plan to provide a focus for research in a three-year cycle. We will work with stakeholders to develop the first implementation plan during the remainder of 2016 to reach agreement across the sector on shared responsibilities for advancing individual actions.

Implementation

This Research Strategy develops the knowledge themes and the corresponding strategic research priorities for the sector to pursue. The four knowledge themes cover over 15 research needs and 50 focus areas (Figure 7). While the list of focus areas is not complete, it provides agencies with some initial research directions for developing research programmes.

In the short term, an implementation plan will be produced with the intention to fully implement the knowledge hubs and governance structure. The plan will include specific actions to facilitate ongoing collaboration between funders, researchers and research users and to enhance the visibility of research.

In the medium term, specific actions on developing the sector's capability and capacity to review, conduct and use research will be needed.

For certain knowledge gaps, it is necessary to develop a longer-term implementation plan to make sure necessary information and knowledge can be accumulated to enhance the sector's ability to derive the insights needed to inform decisions.

Individual and collaborative responsibilities

In this Research Strategy, the Ministry of Transport has established the initial strategic research directions for improving the knowledge of the transport system on behalf of the transport sector. The next focus will turn towards developing the implementation plan in collaboration with other organisations. The Ministry of Transport will maintain oversight of the implementation process and will co-ordinate efforts across the sector. We envisage that some other organisations may take responsibility for delivering some specific research programmes and projects. It is a collaborative responsibility to ensure that we are working together to deliver the Research Strategy.

Reviewing and monitoring the Research Strategy

An important part of any strategy is to be able to assess if and when the planned outcomes have been delivered and whether the expected benefits have accrued. A periodic review will identify what works and what doesn't. Continuous improvement from the lessons learned is a key part of any successful strategy and is built in from the outset.

The first formal review of the Research Strategy will be aligned with the Government's four-year planning cycle and will take place in 2020. This requires the knowledge hubs' governance committee to agree on the approach to assessment of success, and to develop a set of actions to monitor and evaluate the outcomes of the Research Strategy.

It would be most useful to focus on evaluating the success of each of the enablers. This should help us to discover whether these are both appropriate and sufficient to ultimately deliver on the aims of the Research Strategy.

FIGURE 12: ASSESSING SUCCESS OF THE ENABLERS

Enabler	Assessment
Invest in the right research	Is the research informing our understanding of how the transport system helps New Zealand to thrive? ▸ Clarity on whether and how addressing a research gap can help us to understand and deliver the long-term sector outcomes ▸ Research efforts are appropriately spread across different types of research gaps to deliver meaningful benefits
Facilitate collaboration	Is the research community working together effectively to fill key research gaps? ▸ Sharing information and discussing research ideas with the broader research communities ▸ Collaborating and teaming up with each other across agencies and the sector ▸ Finding out what is going on and asking questions about research
Ensure visibility	Is there greater visibility around the ways transport research is developed, disseminated and applied than there was previously? ▸ Research always has a built-in communications strategy ▸ Knowledge hubs host regular seminars to share research and enable knowledge transfer ▸ Researchers increasingly use the communication channels provided, including knowledge hubs, to connect with each other effectively and efficiently
Access and invest in research capability	Is there greater capacity and capability in the transport research environment than there was previously? ▸ Improvement in the quality of evidence for decision-making ▸ Improved levels of public understanding of transport issues and quality of debates ▸ Increased numbers of capable and talented people attracted into the transport research environment

Sub-element 5.4 Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?

Example 22: Ministry of Social Development.
Sign Language Strategy [GDS124], p. 20.

Currently there are very limited metrics and systems for gathering and analysing NZSL data by the Board and government agencies. This limits the Board's ability to monitor and report to Government on progress with implementing the Strategy. As a result, the Board will work in partnership with key government agencies during 2018 and 2019 to develop indicators, targets and systems for the collating and analysing NZSL-related data and to begin reporting against NZSL targets and indicators by 2020.

The NZSL indicators and targets work programme will specify:

- the indicators and targets for each language priority and their agreed definitions
- where the information is sourced
- how often the information will be collected
- who is responsible for collecting it
- where proxies are needed and how information gaps will be addressed.

Having NZSL indicators and targets will also assist an evaluation of the Strategy in 2022.

Element 6: Alignment and Authority

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

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

6.3. Does it align with its department's four-year plan?

6.4. Does it align with its department's annual report?

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

Example 23: Ministry for the Environment.
Waste Strategy [GDS045], p. 3.

The **change in context** for the New Zealand Waste Strategy

The New Zealand Waste Strategy released in 2002 filled a gap in the legislative framework for managing and minimising waste by setting targets to move New Zealand towards 'zero waste'. Since 2002, a range of activities and regulatory changes have resulted in progress towards these targets.

Progress to date

These activities and regulatory changes have only been possible through considerable investment from central and local government, businesses (including the waste industry), and communities.

- There has been a major improvement in the access to and use of recycling services. In 2006, 73 per cent of people had access to kerbside recycling, up from 20 per cent in 1996; and 97 per cent had access to either kerbside recycling or drop-off centres.
- More stringent application of regulatory requirements provided by the Resource Management Act has resulted in the closing of a number of substandard disposal facilities. In 1995, there were 327 operational disposal facilities. Today, 54 operational waste disposal facilities are registered with the Online Waste Levy System.
- The increased uptake of best practice guidelines for managing disposal facilities means the disposal of waste is now generally concentrated in larger, better designed and managed facilities using leachate collection systems, engineered liners, and systems for recovering methane gas.
- The introduction of the Waste Minimisation Act 2008 has significantly enhanced the regulatory framework for efficient resource use. For example, the introduction of the waste disposal levy has contributed to an increase in the cost of waste disposal, which may encourage more recycling and other waste minimisation activities.

But there's still more to do

Although there have been considerable improvements in access to recycling services and environmental controls around disposal facilities, waste management and minimisation practices still vary around the country and further improvements can be made.

Research continues to highlight the value of recycling. However, collecting and transporting materials for recycling, reuse and recovery can be costly due to New Zealand's small and dispersed population. Despite this, waste reuse, recycling and recovery is often technologically feasible and increasingly economically viable. Local government, businesses and communities are encouraged to increase access to kerbside recycling, particularly in urban areas where this is economically viable.

The lack of data about waste hampers our ability to plan appropriate activities to improve waste management and minimisation.

Reassessing the Strategy

Following the considerable progress of the past eight years it is now timely to reassess the New Zealand Waste Strategy. The wider waste management and minimisation landscape has changed, with the Strategy now playing an overarching role in the comprehensive toolkit for managing and minimising waste (see the diagram on the following page and Appendix 1).

While the 'zero waste' vision of the 2002 Strategy was ambitious, many of its targets were unable to be measured or achieved. The revised Strategy enables a more flexible approach to waste management and minimisation through two high level goals: reducing harm and improving efficiency.

Sub-elements 6.2-6.4 Does it align with its department's statement of intent, four-year plan and annual report?

Example 24: Ministry of Health and Ministry of Social Development.
Disability Strategy 2016 [GDS107 and GDS120].

Excerpt below from the Ministry of Social Development's *Pūrongo ā tau: Anual Report 2017/2018*, p. 51.

Supporting disabled New Zealanders to participate in society

The Office for Disability Issues is the focal point within government on disability issues. It supports implementation of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and the New Zealand Disability Strategy (NZDS), and advocates for a more accessible and inclusive New Zealand.

New Zealand Disability Strategy

We work with disabled people's organisations and government agencies and provide advice to the Government on the NZDS.

The 2016–2026 NZDS represents New Zealand's approach for implementing the UNCRPD in the New Zealand context. This work includes:

Developing the Strategy Outcomes Framework

We worked with the NZDS Revision Reference Group[35], relevant government agencies and the three Independent Monitoring Mechanism partners[36] to develop and refine indicators.

By 30 June 2018, 28 draft indicators had been developed that align well with the eight priority areas in the NZDS. These indicators are reflective of what disabled people think, will demonstrate progress in the implementation of the NZDS, and are being submitted to the Government for agreement to progress measures for the indicators.

Implementing the New Zealand Disability Action Plan 2014–2018

We continued to make progress with the 2014–2018 New Zealand Disability Action Plan, which is a cross-government system to push for action on issues that need more than one government agency to work together. Officials and disabled people's organisations meet quarterly to review progress against the Plan. The current Action Plan is due for renewal, so in 2018/2019 we will be consulting with the public to develop a new Plan for 2019–2022.

35 The NZDS Revision Reference Group brings expertise and leadership in working with the disability sector, providing strategic advice, building connections between the Government and the community sector, and bringing skill in collaborative approaches. The Group includes members who contribute the perspectives of Māori, Pacific peoples, older people, young people, families and service providers.

36 Domestic accountability is formally provided through the Independent Monitoring Mechanism (IMM), designated by the Government in 2011. The IMM is a three-way partnership between the Human Rights Commission, the Office of the Ombudsman, and the Disabled Persons' Organisations Coalition and is designated by Cabinet to provide independent monitoring of New Zealand's implementation of the UNCRPD.

Excerpt below from the Ministry of Social Development's *Pūrongo ā tau: Anual Report 2017/2018*, p. 108.

Output Expense: Promoting Positive Outcomes for Disabled People

Scope

This appropriation is limited to providing services to promote and monitor the implementation of the New Zealand Disability Strategy, to monitor and implement the United Nations Convention on the Rights of Persons with Disabilities, and to provide information to Ministers on disability matters.

What is intended to be achieved with this appropriation

This appropriation is intended to achieve the increased participation and contribution of disabled people by providing advice and support to the Minister for Disability Issues and by co-ordinating and monitoring against the Convention on the Rights of Persons with Disabilities, the New Zealand Disability Strategy and the Disability Action Plan.

Summary of Performance

Non-financial Performance

In 2017/2018 we continued work towards improving the identification and removal of barriers that disabled people experience, and ensuring they have the same opportunities and outcomes as other New Zealanders. Initiatives we progressed included:

- development of the New Zealand Disability Strategy 2016-2026 Outcomes Framework
- implementation of the New Zealand Disability Action Plan 2014-2018
- development of the New Zealand Sign Language Board's five-year strategy for 2018-2023 and the completion of the New Zealand Sign Language Fund's third funding round
- development of the Government response to the United Nations Committee on the Rights of Persons with Disabilities list of issues, as part of New Zealand's second periodic review of implementation of the United Nations Convention on the Rights of Persons with Disabilities.

Excerpt below from the Ministry of Health's *Annual Report for the year ended 30 June 2018*, p. 17.

Strategic priority 2: Improve access to, and the efficacy of, health services for New Zealanders

with a focus on disability support services, mental health and addictions, primary care and bowel cancer

New Zealanders receive a range of health services throughout their lives, and whilst most people are able to access more services and the quality of services has improved, barriers make services out of reach for certain groups, particularly those in lower socioeconomic areas. The Ministry continues to work with our health sector peers to improve access and provide equitable health outcomes.

Our work in disability support services, mental health and addictions, primary care and bowel cancer programmes continues to focus on building a health and disability system that improves health outcomes for all New Zealanders through targeted early intervention and support.

Improving health and disability services

A wide-ranging review designed to future-proof our health and disability services was announced in May 2018. The review will investigate health equity issues for Māori and Pacific peoples, the impact of increasing long-term conditions and the effects of a growing and ageing population on the health and disability system. It has a strong focus on primary and community-based care as early intervention and prevention will help alleviate pressure on hospitals and specialist services. The review will also take into account the results of the Government Inquiry into Mental Health and Addiction, the work of the Ministerial Advisory Group on Health and the Waitangi Tribunal Wai (2575) Health Services and Outcomes Kaupapa Inquiry.

Key activities in 2017/18 focused on improving access to disability support services

In New Zealand in 2013, 1.1 million people (24 percent of the population) reported some form of disability or long-term impairment.[8] The Ministry, in partnership with DHBs and the disability community, plays a key role in pursuing objectives in the New Zealand Health Strategy and New Zealand Disability Strategy to ensure disabled people have the highest attainable standards of health and wellbeing, and that

[8] Available at: **http://archive.stats.govt.nz/browse_for_stats/health/disabilities/DisabilitySurvey_HOTP2013.aspx**

Excerpt below from the Ministry of Health's *Annual Report for the year ended 30 June 2018*, p. 120.

Appendix 2: Legal and regulatory framework

Additional statutory reporting requirements

The Minister of Finance has not specified any additional reporting requirements.

Health Act 1956

The Health Act 1956 requires the Director-General of Health to report annually on the current state of public health. A Health and Independence Report is tabled each year in Parliament by the Minister of Health. The Minister is required to table the report by the 12th sitting day of the House of Representatives after the date on which the Minister received the report.

The Act also requires the Director-General to report before 1 July each year on the quality of drinking-water in New Zealand. Copies of the most recent report are made available to the public through the Ministry's website.

New Zealand Public Health and Disability Act 2000

The New Zealand Public Health and Disability Act 2000 requires the Minister of Health to report annually on the implementation of the New Zealand Health Strategy, the New Zealand Disability Strategy and the National Strategy for Quality Improvement. The Minister must make the report public and present it to the House of Representatives as soon as practicable after the report has been made.

Public Finance Act 1989

Section 19B of the Public Finance Act 1989 requires the Minister of Health to report annually on non-departmental expenditure relating to health sector agencies other than Crown entities. The Minister of Health will table the Vote Health Report, in relation to selected non-departmental appropriations for the year ended 30 June 2018, in Parliament within four months of the end of the financial year (by the end of October) or, if Parliament is not in session, as soon as possible after the commencement of the next session of Parliament.

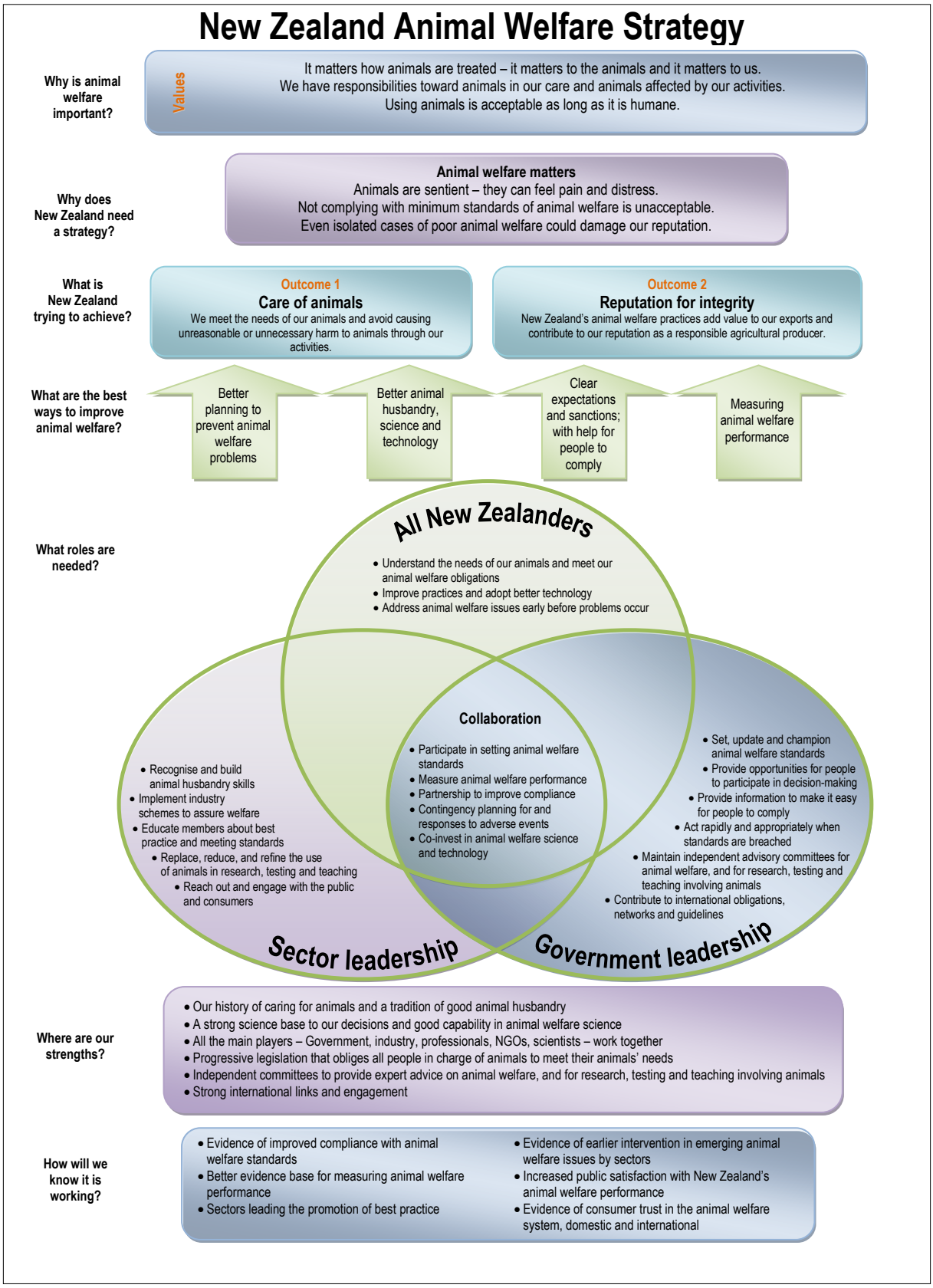
Other legislation

Other reporting requirements relate to the following legislation:

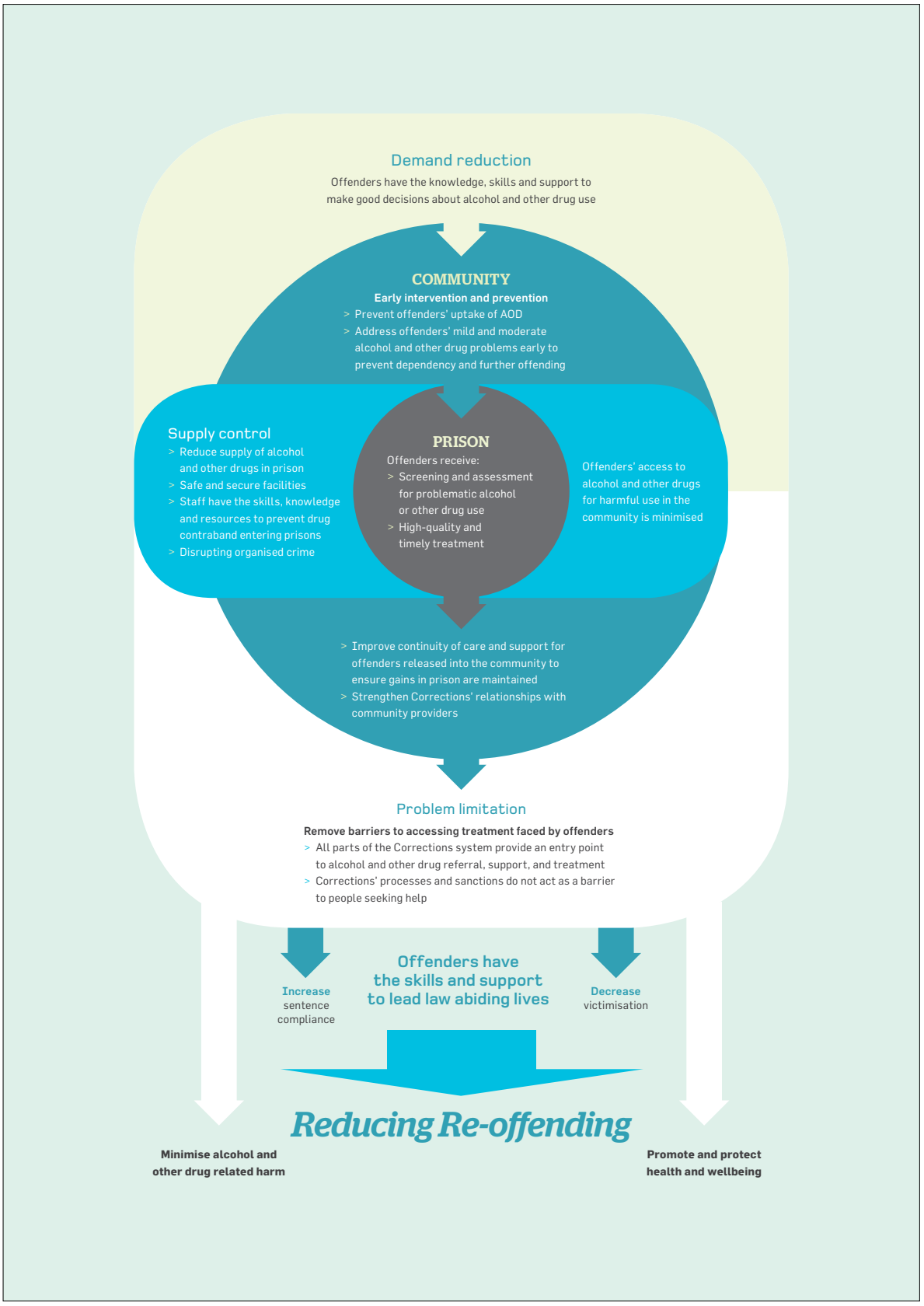
- Disabled Persons Community Welfare Act 1975
- Health (Drinking Water) Amendment Act 2007
- Health Research Council Act 1990

Appendix 2:
Examples of good strategy maps

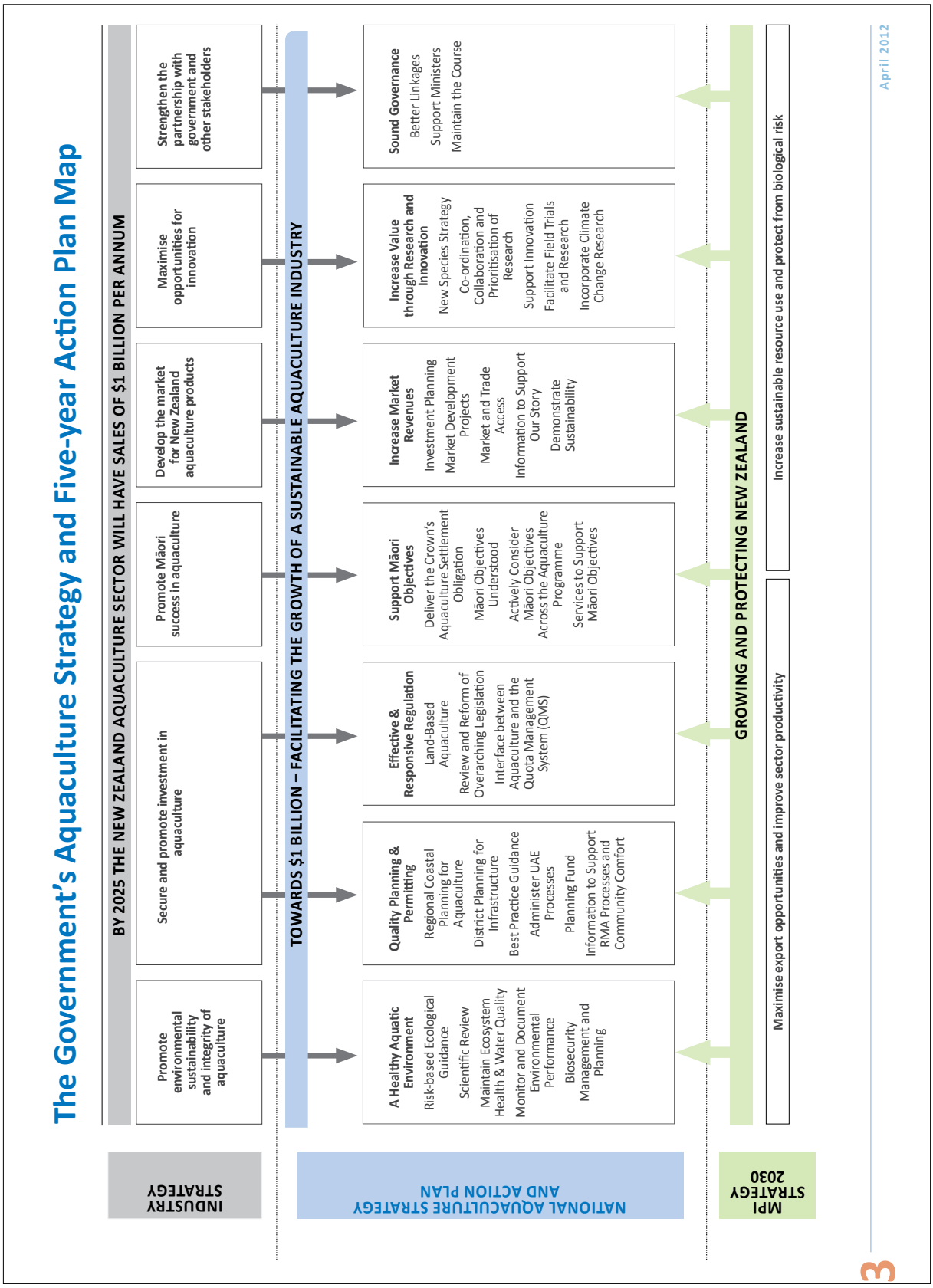
Example 1: Ministry for Primary Industries.
Animal Welfare Matters [GDS035], p. 2.



Example 2: Department of Corrections.
Our Drug and Alcohol Strategy Through to 2020 [GDS009], p. 3.



Example 3: Ministry for Primary Industries.
Aquaculture Strategy and Five-year Action Plan to Support Aquaculture [GDS034], p. 3.



Appendix 3:

GDS Index strategy documents explicitly found (or not found) in Government Department Statements of Intent

GDS Index strategy documents explicitly found (or not found) in Government Department Statements of Intent

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
Crown Law Office	-	Statement of Intent	2018 -2022	15		
Department of Conservation	GDS001 Biodiversity Strategy	Statement of Intent	2016–2020	29		
	GDS002 Subantarctic Islands Research Strategy	Statement of Intent	2016–2020	29		
	GDS003 Hector's and Maui's Dolphin Threat Management Plan	Statement of Intent	2016–2020	29		
	GDS004 National Education Strategy 2010-2030	Statement of Intent	2016–2020	29		
	GDS005 Information Systems Strategic Plan	Statement of Intent	2016–2020	29		
	GDS006 Mātauranga Whakauka Taiao – Environmental Education for Sustainability	Statement of Intent	2016–2020	29		
	GDS007 National Compliance Strategy	Statement of Intent	2016–2020	29		
Department of Corrections	GDS008 National Historic Heritage Strategy	Statement of Intent	2018–2022	32		
	GDS009 Our Drug and Alcohol Strategy Through to 2020	Statement of Intent	2018–2022	32		
	GDS010 Health and Safety Strategy 2016-2020	Statement of Intent	2018–2022	32	Health and Safety Strategy	25
	GDS011 Change Lives Shape Futures: Investing in Better Mental Health for Offenders	Statement of Intent	2018–2022	32		
	GDS012 Change Lives Shape Futures: Reducing Re-offending Among Māori	Statement of Intent	2018–2022	32		
	GDS013 Change Lives Shape Futures: Wahine – E rere ana ki te Pae Hou – Women's Strategy	Statement of Intent	2018–2022	32		
Department of Internal Affairs	GDS014 Te Huri Mōhiotanga Hei Uara: Nga Tohuhotu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	Statement of Intent	2017–2021	44		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS015 Archives 2057 Strategy	Statement of Intent	2017–2021	44	Archive 2057 Strategy	11
Department of the Prime Minister and Cabinet	GDS016 National Civil Defence Emergency Management Strategy	Strategic Intentions	2017–2021	23		
	GDS017 Cyber Security Strategy 2015	Strategic Intentions	2017–2021	23	Cyber Security Strategy	17
Education Review Office	GDS018 Pacific Strategy	Strategic Intentions	2016–2020	21		
Government Communications Security Bureau	GDS019 Diversity and Inclusion Strategy 2017-2020	-	-	-		
Inland Revenue Department	GDS020 Our Corporate Strategy	Statement of Intent	2018–2022		Inland Revenue's Corporate Strategy	19
Land Information New Zealand	GDS021 Power of 'Where' Drives New Zealand's Success	Statement of Intent	2015–2019	22	The power of 'where' drives New Zealand's success	A3, B1
	GDS022 Cadastre 2034	Statement of Intent	2015–2019	22		
	GDS023 Positioning Strategy	Statement of Intent	2015–2019	22	Positioning Strategy	B10
	GDS024 He Whāriki Maurua – Business with Māori Strategy	Statement of Intent	2015–2019	22	Business with Māori Strategy – He Whāriki Maurua	A5, B14, B15, B17
	GDS025 Topographic Strategy	Statement of Intent	2015–2019	22	Topographic Strategy	B10
	GDS026 Outcomes Framework	Statement of Intent	2015–2019	22	Outcomes framework	A4
	GDS027 Crown Property Strategy	Statement of Intent	2015–2019	22		
Ministry for Heritage and Culture	GDS028 Cultural Sector Strategic Framework	Statement of Intent – Tauākī Whakamaunga Atu	2015–2019	24	Cultural Sector Strategic Framework	4, 7, 14
Ministry for Pacific Peoples	GDS029 Pacific Languages Framework	Strategic Intentions	2017–2020	19		
Ministry for Primary Industries	GDS030 Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru	Strategic Intentions	2018–2023	39		
	GDS031 Harvest Strategy Standard for New Zealand Fisheries	Strategic Intentions	2018–2023	39		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS032 Cadmium and New Zealand Agriculture and Horticulture	Strategic Intentions	2018–2023	39		
	GDS033 Research and Science Information Standard for New Zealand Fisheries	Strategic Intentions	2018–2023	39		
	GDS034 Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	Strategic Intentions	2018–2023	39		
	GDS035 Animal Welfare Matters	Strategic Intentions	2018–2023	39		
	GDS036 Science Strategy – Rautaki Putaiao	Strategic Intentions	2018–2023	39		
	GDS037 Biosecurity 2025 Direction Statement	Strategic Intentions	2018–2023	39	Biosecurity 2025 Direction Statement f	2, 18, 19, 20
	GDS038 Campylobacter Risk Management Strategy 2017	Strategic Intentions	2018–2023	39		
	GDS039 Primary Sector Science Roadmap – Te Aro Tūroa	Strategic Intentions	2018–2023	39	The Primary Sector Science Roadmap: Te Ao Tūroa	38
	GDS040 Growing and Protecting New Zealand	Strategic Intentions	2018–2023	39	Growing and Protecting New Zealand	10
	GDS041 Essential Freshwater	Strategic Intentions	2018–2023	39		
	GDS042 National Blue Cod Strategy	Strategic Intentions	2018–2023	39		
Ministry for the Environment	GDS043 Urban Design Protocol	Statement of Intent	2017–2021	162		
	GDS044 National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	Statement of Intent	2017–2021	162		
	GDS045 Waste Strategy	Statement of Intent	2017–2021	162		
	GDS046 Clean Healthy Air for All New Zealanders	Statement of Intent	2017–2021	162		
	GDS047 Hitting the Mark – Our Strategic Plan to 2045	Statement of Intent	2017–2021	162		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS048 Mātauranga Whakauka Taiao – Environmental Education for Sustainability	Statement of Intent	2017–2021	162		
	GDS049 Our Science Strategy – Rautaki Pūtaiao	Statement of Intent	2017–2021	162		
	GDS050 Essential Freshwater	Statement of Intent	2017–2021	162		
	GDS051 Shared Interests in Freshwater	Statement of Intent	2017–2021	162		
Ministry of Business, Innovation and Employment	GDS052 Vision Mātauranga	Statement of Intent	2018–2022	28		
	GDS053 Oil Emergency Response Strategy	Statement of Intent	2018–2022	28		
	GDS054 Energy Efficiency and Conservation Strategy 2011–2016	Statement of Intent	2018–2022	28		
	GDS055 Energy Strategy	Statement of Intent	2018–2022	28		
	GDS056 Strategy to 2040 – He Kai Kei Aku Ringa	Statement of Intent	2018–2022	28	He kai kei aku ringa	6
	GDS057 Refugee Settlement	Statement of Intent	2018–2022	28		
	GDS058 He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	Statement of Intent	2018–2022	28		
	GDS059 Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan for Science In Society	Statement of Intent	2018–2022	28		
	GDS060 Investment Attraction Strategy	Statement of Intent	2018–2022	28		
	GDS061 Pacific Economic Strategy	Statement of Intent	2018–2022	28		
	GDS062 National Statement of Science Investment	Statement of Intent	2018–2022	28		
	GDS063 Tourism Strategy 2016	Statement of Intent	2018–2022	28		
	GDS064 Energy Efficiency and Conservation Strategy 2017–2022	Statement of Intent	2018–2022	28		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS065 Health and Safety at Work Strategy	Statement of Intent	2018–2022	28		
Ministry of Defence	GDS066 Defence Capability Plan 2014	Statement of Intent	2018–2022	40	Defence Capability Plan	4, 6, 12, 13, 19, 28
	GDS067 Defence White Paper 2016	Statement of Intent	2018–2022	40	2016 Defence White Paper	4, 22, 24, 28
	GDS068 Strategic Defence Policy Statement	Statement of Intent	2018–2022	40	Strategic Defence Policy Statement 2018	4, 6, 8, 12, 24
Ministry of Education	GDS069 Pasifika Education Plan	Statement of Intent	2014–2018	26	Pasifika Education Plan	20, 21
	GDS070 Tau Mai Te Reo – The Māori Language in Education Strategy	Statement of Intent	2014–2018	26	Tau Mai Te Reo	20, 21
	GDS071 Ka Hikitia – Accelerating Success: The Māori Education Strategy	Statement of Intent	2014–2018	26	Ka Hikitia: Accelerating Success	20, 21
	GDS072 Tertiary Education Strategy 2014	Statement of Intent	2014–2018	26	Tertiary Education Strategy 2014-2019	5, 23
	GDS073 Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan for Science In Society	Statement of Intent	2014–2018	26		
	GDS074 International Student Wellbeing Strategy	Statement of Intent	2014–2018	26		
	GDS075 International Education Strategy – He Rautaki Mātauranga A Ao	Statement of Intent	2014–2018	26		
Ministry of Foreign Affairs and Trade	GDS076 International Development Policy Statement	Strategic Intentions	2018–2022	44		
	GDS077 Antarctic and Southern Ocean Science	Strategic Intentions	2018–2022	44		
	GDS078 Our People Strategy	Strategic Intentions	2018–2022	44	Our People Strategy	5
	GDS079 Diversity and Inclusion Strategy 2018-2028	Strategic Intentions	2018–2022	44	Diversity and Inclusion Strategy	5, 31, 40
Ministry of Health	GDS080 Reducing Waiting Times for Public Hospital Elective Services	Statement of Strategic Intentions	2017–2021	43		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS081 Palliative Care Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS082 Primary Health Care Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS083 Sexual and Reproductive Health strategy – Phase One	Statement of Strategic Intentions	2017–2021	43		
	GDS084 Health of Older People Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS085 Youth Health 2002	Statement of Strategic Intentions	2017–2021	43		
	GDS086 Cancer Control Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS087 Suicide Prevention Strategy	Statement of Strategic Intentions	2017–2021	43	Suicide Prevention Strategy	22
	GDS088 Medicines New Zealand	Statement of Strategic Intentions	2017–2021	43		
	GDS089 Ambulance Service Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS090 National Plan for Child Cancer Services in New Zealand	Statement of Strategic Intentions	2017–2021	43		
	GDS091 Whāia Te Ao Mārama – The Māori Disability Action Plan for Disability Support Services	Statement of Strategic Intentions	2017–2021	43		
	GDS092 Rising to the Challenge – The Mental Health and Addiction Service Development Plan	Statement of Strategic Intentions	2017–2021	43	Rising to the Challenge	18
	GDS093 Suicide Prevention Action Plan	Statement of Strategic Intentions	2017–2021	43		
	GDS094 National Health IT Plan Update	Statement of Strategic Intentions	2017–2021	43		
	GDS095 Care Closer to Home	Statement of Strategic Intentions	2017–2021	43		
	GDS096 'Ala Mo'ui – Pathways to Pacific Health and Wellbeing	Statement of Strategic Intentions	2017–2021	43		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS097 He Korowai Oranga – Māori Health Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS098 Cancer Plan	Statement of Strategic Intentions	2017–2021	43		
	GDS099 Disability Support Services Strategic Plan	Statement of Strategic Intentions	2017–2021	43		
	GDS100 Implementing Medicines New Zealand	Statement of Strategic Intentions	2017–2021	43		
	GDS101 Cancer Health Information Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS102 National Drug Policy 2015	Statement of Strategic Intentions	2017–2021	43		
	GDS103 Living Well with Diabetes	Statement of Strategic Intentions	2017–2021	43	Living Well with Diabetes	19
	GDS104 Health Strategy 2016	Statement of Strategic Intentions	2017–2021	43	New Zealand Health Strategy (2016)	1, 4, 16, 22
	GDS105 Pharmacy Action Plan	Statement of Strategic Intentions	2017–2021	43		
	GDS106 Strategy to Prevent and Minimise Gambling Harm	Statement of Strategic Intentions	2017–2021	43		
	GDS107 Disability Strategy 2016	Statement of Strategic Intentions	2017–2021	43	New Zealand Disability Strategy 2016-2026	16, 41
	GDS108 Faiva Ora 2016–2021 – National Pasifika Disability Plan	Statement of Strategic Intentions	2017–2021	43		
	GDS109 Whāia Te Ao Mārama – The Māori Disability Strategy Action Plan	Statement of Strategic Intentions	2017–2021	43		
	GDS110 Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy	Statement of Strategic Intentions	2017–2021	43		
	GDS111 Mental Health and Addiction Workforce Action Plan	Statement of Strategic Intentions	2017–2021	43		

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
Ministry of Housing and Urban Development	GDS112 Public Housing Plan	Statement of Strategic Intentions	2019–2023	19		
Ministry of Justice	GDS113 Our Māori Strategy – Te Haerenga	Statement of Intent	2017–2022	31	Te Haerenga, Our Maori Strategy	23
Ministry of Māori Development	GDS114 Te Rautaki Reo Māori – Māori Language Strategy 2014	Strategic Intentions	2018–2020	44	Te Rautaki Reo Māori: Māori Language Strategy	30
	GDS115 Māori Housing Network Investment Strategy	Strategic Intentions	2018–2020	44		
Ministry of Social Development	GDS116 Positive Ageing Strategy	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS117 Youth Development Aotearoa	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS118 Caring for the Carers– He Atawhai i te Hunga Ngākau Oha o Aotearoa	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS119 Disability Action Plan	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS120 Disability Strategy 2016	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29	New Zealand Disability Strategy	12
	GDS121 Social Housing Investment Strategy	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS122 Youth Investment Strategy	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS123 Employment and Social Outcomes Investment Strategy	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
	GDS124 Sign Language Strategy	Tauākī Whakamaunga Atu – Statement of Intent	2018–2022	29		
Ministry of Transport	GDS125 Safer Journeys: Road Safety Strategy 2010–2020	Statement of Intent	2018–2022	21	'Road Safety Strategy'	13

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
	GDS126 National Airspace Policy	Statement of Intent	2018–2022	21		
	GDS127 International Air Transport Policy	Statement of Intent	2018–2022	21		
	GDS128 Intelligent Transport Systems Technology Action Plan	Statement of Intent	2018–2022	21		
	GDS129 Safer Journeys: Action Plan 2016-2020	Statement of Intent	2018–2022	21		
	GDS130 Transport Domain Plan	Statement of Intent	2018–2022	21		
	GDS131 Transport Research Strategy	Statement of Intent	2018–2022	21		
	GDS132 Framework for Shaping our Transport System	Statement of Intent	2018–2022	21		
	GDS133 Government Policy Statement on Land Transport	Statement of Intent	2018–2022	21	Government Policy Statement on Land Transport	2, 5, 8, 13
Ministry for Women	-	Statement of Intent	2018–2022	19		
New Zealand's Customs Service	GDS134 Customs 2020	Statement of Intent	2017–2021	21	Customs 2020	5, 7, 10, 12, 14, 15, 21
New Zealand Security Intelligence Service	GDS135 Diversity and Inclusion Strategy 2017–2020	-	-	-		
Oranga Tamariki Ministry for Vulnerable Children	GDS136 Children's Action Plan	Strategic Intentions	2017–2022	36		
	GDS137 Youth Justice Work Programme	Strategic Intentions	2017–2022	36		
Pike River Recovery Agency	-	Strategic Intentions	2018–2019	15		
Serious Fraud Office	-	Integrated Statement of Strategic Intent	2016–2020			
State Services Commission	GDS138 Leadership Strategy for the State Services	Strategic Intentions	2017–2022	8		
	GDS139 Open Government Partnership	Strategic Intentions	2017–2022	8	Open Government Partnership	7

Government department	Operational GDSs held by department	Title of SOI	SOI dates of operation	SOI length in no. of pages	Title of GDS as explicitly mentioned in SOI	Page no. of GDS mentioned in SOI
Statistics New Zealand	GDS140 Transforming the New Zealand Census of Population and Dwellings	Strategic Intentions	2016–2020	87		
	GDS141 2018 Census Strategy	Strategic Intentions	2016–2020	87		
	GDS142 2018 Census Data Quality Management Strategy	Strategic Intentions	2016–2020	87		
	GDS143 Open Data Action Plan	Strategic Intentions	2016–2020	87		
	GDS144 Empowering Agencies to Use Data More Effectively	Strategic Intentions	2016–2020	87		
	GDS145 Data Strategy and Roadmap for New Zealand	Strategic Intentions	2016–2020	87		
The Treasury	GDS146 Thirty Year New Zealand Infrastructure Plan	Statement of Intent	2017–2021	20		
	GDS147 He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position	Statement of Intent	2017–2021	20		
	GDS148 He Puna Hao Pātiki – 2018 Investment Statement	Statement of Intent	2017–2021	20	He Puna Hao Pātiki: 2018 Investment Statement	6, 16

Note: There is a timing difference, depending on the date that a Statement of Intent was issued, a strategy produced at a later date will not be included in the SOI.

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