

Schedule of final responses to McGuinness Institute's OIA 2024/01:

This schedule contains non-confidential final responses received by each government department in response to our OIA 2024/01. Please note that we have included any feedback from departments here as well.

1. Crown Law Office (latest received 9/2/2024)
2. Department of Conservation (latest received 19/2/2024)
3. Department of Corrections (latest received 19/4/2024)
4. Department of Internal Affairs (latest received 6/5/2024)
5. Department of the Prime Minister and Cabinet (latest received 22/2/2024)
6. Education Review Office (latest received 22/2/2024)
7. Government Communications Security Bureau (latest received 2/2/2024)
8. Inland Revenue Department (latest received 13/02/2024)
9. Land Information New Zealand (latest received 27/3/2024)
10. Ministry for Culture and Heritage (latest received 9/4/2024)
11. Ministry for Pacific Peoples (latest received 26/2/2024)
12. Ministry for Primary Industries (latest received 25/3/2024)
13. Ministry for the Environment (latest received 27/2/2024)
14. Ministry for Women (latest received 9/4/2024)
15. Ministry of Business, Innovation and Employment (latest received 26/7/2024)
16. Ministry of Defence (latest received 22/2/2024)
17. Ministry of Education (latest received 21/2/2024)
18. Ministry of Foreign Affairs and Trade (latest received 11/4/2024)
19. Ministry of Health (latest received 27/3/2024)
20. Ministry of Housing and Urban Development (latest received 19/2/2024)
21. Ministry of Justice (latest received 28/3/2024)
22. Ministry of Māori Development (latest received 11/4/2024)
23. Ministry of Social Development (latest received 26/2/2024)
24. Ministry of Transport (latest received 14/2/2024)
25. New Zealand Customs Service (latest received 27/2/2024)
26. New Zealand Security Intelligence Service (see GCSB)
27. Oranga Tamariki – Ministry for Children (latest received 21/3/2024)
28. Public Service Commission (latest received 8/2/2024)
29. Serious Fraud Office (latest received 20/2/2024)
30. Statistics New Zealand (latest received 26/2/2024)
31. The Treasury (latest received 26/2/2024)



9 February 2024

McGuinness Institute Te Hononga Waka
Level 1
15 Allen Street
Wellington

Attention: Wendy McGuinness

By email: wmcg@mcguinnessinstitute.org

Dear Wendy

Official information request for Government Department Strategies
Our Ref: OIA353/1

1. I refer to your Official Information Act request dated 28 January 2024 in which you asked that Crown Law identify, and/or provide additional details on an already identified, government strategy document. The full text of your request is reproduced at the end of this letter.
2. You asked for the information to be released to you by way of update to an Excel workbook provided, in which you had already identified the *Te Rautaki Ratonga Ā-Ture A Te Kāwanatanga Government Legal Services Strategy 2022-2026* as being in scope of your request. You requested that Crown Law provide further information on this document, and on any other documents that fall within scope of your request.
3. We have decided not to provide further information on the Government Legal Services Strategy 2022-2026, as it does not fall within the scope of your request. In your request, you have excluded any strategy documents “only made public as the result of an OIA request”.
4. The publication of the Government Legal Services Strategy 2022 – 2026 was only made as a result of an OIA request received by Crown Law in December 2022.

Proactive release

5. Please note that we may publish this response (with your personal details redacted), and any related documents, on Crown Law’s website if we decide proactive release of this information is or may be in the public interest. If you have any concerns about this, please let us know within 10 working days of the date of this letter.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

6. If you wish to discuss this decision with us, please feel free to contact [REDACTED] on [REDACTED] or by email: [REDACTED]

Yours faithfully

Crown Law

[REDACTED]

[REDACTED]
Chief Strategy Officer

Appendix One – full text of your OIA request dated 28 January 2024

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department’s thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?

2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows **in blue** are copied directly from our *2021 GDS Index*.
- The rows **in green** represent potential GDSs that my team has found by reviewing your departments website.
- The cells **in yellow** indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

19 February 2024

Wendy McGuinness
McGuinness Institute Te Hononga Waka

wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

Thank you for your request to the Department of Conservation, received on 28 January 2024.

We have considered your request under the Official Information Act 1982 (OIA). Your questions and our responses are listed below:

1. Are the existing GDSs (as at 31 December 2023) still active?

All the existing GDSs are still active, excluding the two indicated on the attached Excel document (National Education Strategy 2010–2030 and Digital Strategy 2020: Te pae tawhiti whāia kia tata).

2. Are there any GDDs that are missing from the attached document? If yes please add to the Excel document attached.

We have added the following missing GDSs to the attached document:

- RMA/EEZA Strategy
- Ngā Awa river restoration programme
- Climate Change Adaptation Action Plan
- Kiwi Recovery Plan 2018-2028
- Wilding Pines Management Strategy
- Karst management Guidelines
- A structured decision-making approach for the recovery of kuaka/Whenua Hou diving petrel.

3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

As noted in the attached Excel document, the Digital Strategy 2020: Te pae tawhiti whāia kia tata has been archived and can be removed from your list.

This response is based on the definition of a GDS that you provided, and as requested, does not include documents that are not publicly available, or documents with a local focus such as conservation management strategies.

As requested, we have answered the questions in the attached Excel document.

Please note that this letter (with your personal details removed) and attached document may be published on the Department's website.

Nāku noa, nā




Chief Financial Officer
Department of Conservation
Te Papa Atawhai

26 February 2024

C177610

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

Thank you for your email of 28 January 2024 to the Department of Corrections – Ara Poutama Aotearoa, requesting information on Government Department Strategies (GDS). Your request has been considered under the Official Information Act 1982 (OIA).

You requested:

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Please see the completed excel spreadsheet with updated information on Corrections' GDS' as requested.

Please note that an external link to the National Historic Heritage Strategy 2013 does not exist or cannot be found. We have attempted to confirm that an external website has is available for this strategy by contacting the relevant parties, however, they have confirmed they believe no such weblink exists. Therefore, this part of your request is refused under section 18(e) of the OIA, as the link to the information requested does not exist or cannot be found.

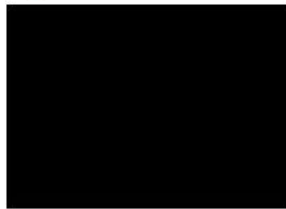
As per section 18B of the OIA, we have considered whether consulting with you would enable the request to be made in a form that would remove the reason for the refusal. However, we do not consider that the request can be refined in this instance.

Additionally, while the National Historic Heritage Strategy 2013 appears to remain active, we believe this strategy falls outside of the scope of the request as it is not considered a strategy which materially affects the outcomes of Corrections or is linked to any budget initiative and does not meet all of the seven requirements provided by you as a requisite of being a GDS.

Please note that this response may be published on Corrections' website. Typically, responses are published quarterly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

I trust the information provided is of assistance. I encourage you to raise any concerns about this response with Corrections. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Contact details are: Office of the Ombudsman, PO Box 10152, Wellington 6143.

Ngā mihi



Principal Adviser Ministerial Services
People and Capability

Subject: FW: C179828 [EXTERNAL]03. Department of Corrections - Government Department Strategies Index (our reference: OIA 2024/01) (Corrections reference: C177610)
Date: Friday, 17 May 2024 at 10:56:40 AM New Zealand Standard Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>
Attachments: image006.jpg, image007.jpg, image008.jpg, image009.jpg, image010.jpg

From: [REDACTED]
Date: Friday, 19 April 2024 at 1:42 PM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: Dana King <dk@mcguinnessinstitute.org>
Subject: C179828 [EXTERNAL]03. Department of Corrections - Government Department Strategies Index (our reference: OIA 2024/01) (Corrections reference: C177610)

Tēnā koe Wendy,

Please see the below response from Corrections:

1. Does *Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024* replace *Change Lives Shape Futures: Investing in better mental health for offenders*?

Yes, *Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024* succeeded *Change Lives Shape Futures: Investing in better mental health for offenders* as our organisational strategy. Further information on Corrections' organisational strategic plans are available here:

https://www.corrections.govt.nz/resources/strategic_reports/corrections_strategic_plans

2. We note that the *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence*, forms part of the work of Te Puna Aonui. We understand the Joint Venture was formed to improve the whole-of-government approach to family Violence and sexual violence. The eight departments involved are: Corrections (3), MoE (17), MoH (19), MoJ (21), TPK (22), MSD (23), OT (27) and PSC (28). Our view is that the strategy is jointly held by all eight departments, do you agree?

Yes, this is a joint strategy between a number of departments, more information on *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence* is publicly available on the following websites;

<https://www.tepunaonui.govt.nz/resources-2/interdepartmental-executive-board/>

[Cabinet-Paper-Sustaining-a-collaborative-approach-to-support-the-whole-of-government-response-to-eliminate-family-violence-and-sexual-violence.pdf \(publicservice.govt.nz\)](https://www.cabinetpaper.govt.nz/publications/2023/04/2023-04-20-cabinet-paper-sustaining-a-collaborative-approach-to-support-the-whole-of-government-response-to-eliminate-family-violence-and-sexual-violence.pdf)

We trust this information is of assistance.

Ngā mihi,

Ministerial Services

Department of Corrections, *Ara Poutama Aotearoa*

a: National Office, Mayfair House, 44-52 The Terrace, Wellington 6011



From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Tuesday, March 26, 2024 12:05 AM

To: [REDACTED]

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: [EXTERNAL]03. Department of Corrections - Government Department Strategies Index (our reference: OIA 2024/01) (Corrections reference: C177610)

Kia ora,

The Institute would like to thank you for your response to our OIA on 26 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

We just have a few quick questions:

1. Does *Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024* replace *Change Lives Shape Futures: Investing in better mental health for offenders*?
2. We note that the *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence*, forms part of the work of Te Puna Aonui. We understand the Joint Venture was formed to improve the whole-of-government approach to family Violence and sexual violence. The eight departments involved are: Corrections (3), MoE (17), MoH (19), MoJ (21), TPK (22), MSD (23), OT (27) and PSC (28). Our view is that the strategy is jointly held by all eight departments, do you agree?

Once we have all the responses in, we will be back in touch with the final draft of the excel.

Best wishes,

Wendy

From: [REDACTED]

Date: 26 February 2024 at 14:42:37 NZDT

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Cc: Arne Larsen <al@mcguinnessinstitute.org>, Eilish Cartysquires <ec@mcguinnessinstitute.org>

Subject: C177610 RE: [External]3. Department of Corrections - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Please see the attached response from Corrections.

Ngā mihi,

Ministerial Services

Department of Corrections, *Ara Poutama Aotearoa*

a: National Office, Mayfair House, 44-52 The Terrace, Wellington 6011

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Sunday, January 28, 2024 1:21 PM

To: [REDACTED]

Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>

Subject: [External]3. Department of Corrections - Government Department Strategies Index (our reference: OIA 2024/01)

You don't often get email from wmcg@mcguinnessinstitute.org. [Learn why this is important](#)

Tēnā koe,

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If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 1, 15 Allen Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

evidence-based research and policy analysis.

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X February 2024

45 Pipitea Street, Thorndon, Wellington 6011

PO Box 805, Wellington 6140

Phone [REDACTED]

Fax [REDACTED]

Email [REDACTED]

Website www.dia.govt.nz

Wendy McGuinness

McGuinness Institute

Via email: wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

Your Official Information Act request OIA2324-0536

Thank you for your request, received by the Department of Internal Affairs (Department) on 28 January 2024, for the following information under the Official Information Act 1982 (the Act):

- 1. Are the existing Government Department Strategies (GDSs) as at 31 December 2021 still active?***
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.***
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?***

Please refer to the attached appendix that follows this letter. This provides an overview table of the Department's 'Government Department Strategies' for the period of interest and indicates the current status of each.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or Freephone 0800 802 602.

Nāku noa, nā,

[REDACTED]

[REDACTED]

General Manager Workplace Services
Organisational Capability and Services

Appendix: Department of Internal Affairs Government Department Strategies as at 31 December 2023

Government department	Name of strategy on GDS Index	Publication Date	Duration	This GDS replaces	Jointly held with	Transferred from	Link to GDS	Department of Internal Affairs' response
Department of Internal Affairs	Te Huri Mōhioanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	December 2016	2016–2030	N/A	N/A	N/A	https://natlib.govt.nz/about-us/strategic-directions	ACTIVE
Department of Internal Affairs	Archives 2057 Strategy	May 2017	2017–2057	N/A	N/A	N/A	https://www.archives.govt.nz/about-us/publications/archives-2057-strategy	ACTIVE
Department of Internal Affairs	Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko	March 2019	2019–2024	N/A	N/A	N/A	https://www.digital.govt.nz/digital-government/programmes-and-projects/digital-inclusion/governments-vision-the-digital-inclusion-blueprint/	ACTIVE
Department of Internal Affairs	National Library of New Zealand Digitisation Plan 2019–2022	August 2019	2019–2022	Result 10 Blueprint: A Strategy for Digital Public Services (2014)	N/A	N/A	https://natlib.govt.nz/about-us/strategy-and-policy/digitisation-plans/digitisation-plan-2019-2022	ARCHIVED The Digitisation Plan is finished but is still available on the website for user information. It has not been replaced. -Te Ara Tahī is a joint National Library and Archives New Zealand strategy. In development is a digital workstream The National Library digitisation programme will be informed by the outcome of that work.
Department of Internal Affairs	Office of Ethnic Communities – Strategic Framework 2020	January 2020	2020–NK	N/A	N/A	N/A	Strategic-Framework-for-Web.pdf (ethniccommunities.govt.nz)	TRANSFERRED The Office of Ethnic Communities ceased to exist when the Ministry of Ethnic Communities was established in 2021. This strategic Framework is on the Ministry of Ethnic Communities website
Department of Internal Affairs	A pathway to an Aotearoa where ethnic communities feel at home	?	2022-2025	Office of Ethnic Communities – Strategic Framework 2020?	?	?	https://www.ethniccommunities.govt.nz/about-us/#our-strategy	NOT DIA STRATEGY This is a strategy that is owned by the Ministry of Ethnic Communities, which was established as a government agency in 2021
Department of Internal Affairs	Strategy for a Digital Public Service	March 2020	2020–NK	N/A	N/A	N/A	https://www.digital.govt.nz/digital-government/strategy/strategy-summary/strategy-for-a-digital-public-service/	ACTIVE No defined end date.
Department of Internal Affairs	Three Waters Reform Programme	July 2020	2020–2023	N/A	N/A	N/A	https://www.dia.govt.nz/Water-services-programme	ARCHIVED The Three Waters Reform Programme is no longer a government or Departmental programme or strategy. The link provided links to the information on the previous programme, which remains available on the DIA website.

Department of Internal Affairs	Regulatory Services Group Strategy 2021–2026	July 2021	2021–2026	N/A	N/A	N/A	https://natlib.govt.nz/records/45578951?search%5Bi%5D%5Bsubject%5D=Rautaki&search%5Bil%5D%5Bprimary_collection%5D=National+Library+of+New+Zealand+Catalogue&search%5Bil%5D%5Bsubject%5D=Rautaki&search%5Bpath%5D=items	ACTIVE
Department of Internal Affairs	Charities Services Research Strategy 2020–2023	March 2021	2020–2023	N/A	N/A	N/A	https://www.charities.govt.nz/charities-in-new-zealand/research-into-charities/	ACTIVE This strategy will be refreshed in 2024.
Department of Internal Affairs	Digital Strategy for Aotearoa	September 2022	2022 - 2032	N/A	N/A	N/A	https://www.digital.govt.nz/dmsdocument/237~the-digital-strategy-for-aotearoa/html	ACTIVE
Department of Internal Affairs	DIA's Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism	July 2022	2022-NK	N/A	N/A	N/A	https://www.dia.govt.nz/diawebbsite.nsf/Files/AML-CFT-2022/\$file/DIA%E2%80%99s-approach-to-regulation-of-AML-CFT.pdf	ACTIVE Note – this may be deemed an informational rather than a strategy
Department of Internal Affairs	Anti-Money Laundering and Countering Financing of Terrorism Group Framework	February 2020	2020-NK	N/A	N/A	N/A	https://www.dia.govt.nz/diawebbsite.nsf/Files/AML-CFT-2020/\$file/AML-CFT-DIA-Regulatory-Framework-February-2020.pdf	ACTIVE Note – this may be deemed an informational rather than a strategy
Department of Internal Affairs	Gambling Group Strategic Direction 2020-2023	November 2020	2020-2023	N/A	N/A	N/A	https://www.dia.govt.nz/diawebbsite.nsf/Files/Gambling-Group-Strategic-Direction/\$file/Gambling-Group-Strategic-Direction-2020-2023-Purpose-Statement.pdf	ACTIVE

Subject: FW: EC24-6621 RESPONSE - GDS - Former Refugees, Recent Migrants and Ethnic Communities Action Plan
Date: Friday, 17 May 2024 at 10:51:19 AM New Zealand Standard Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>
Attachments: image001.png

From: [REDACTED]
Date: Monday, 6 May 2024 at 9:53 AM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Subject: EC24-6621 RESPONSE - GDS - Former Refugees, Recent Migrants and Ethnic Communities Action Plan

Tēnā koe Wendy,

On 26 March 2024, you sent an enquiry to the Ministry of Social Development (MSD) about the Former Refugee, Recent Migrant and Ethnic Communities Employment Action Plan (FRRMEC). MSD has transferred your enquiry to us.

You have asked if FRRMEC meets the criteria for the Government Department Strategy Index. We do not consider that FRRMEC is a strategy as such. Rather, FRRMEC is one of seven population-based action plans that support the overarching Aotearoa New Zealand Employment Strategy, which is designed to provide direction to ensure government initiatives and programmes contribute to a well-functioning labour market. The Employment Strategy is the responsibility of the Ministry for Business, Innovation and Employment (MBIE).

FRRMEC brings together a range of work programmes from government agencies to help meet the outcomes laid out in the Employment Strategy. As an action plan, it is focussed on implementation of initiatives in line with the Employment Strategy.

We hope this response goes some way in clarifying the matter for you. Please let us know if you require anything else from us.

Ngā mihi,

[REDACTED]

Te Tari Mātāwaka | Ministry for Ethnic Communities
215 Lambton Quay | PO Box 805, Wellington 6140, New Zealand
www.ethniccommunities.govt.nz | [Facebook](#) | [LinkedIn](#)



From: [REDACTED]
Sent: Tuesday, April 23, 2024 10:48 AM
To: wmcg@mcguinnessinstitute.org
Subject: RE: 23. Ministry of Social Development | Your Official Information Act Request

Kia ora Wendy

I refer to your below request for official information made to the Ministry of Social Development (the Ministry) under the Official Information Act 1982 (the Act).

We have transferred your request to the Ministry for Ethnic Communities as the information to which your request relates is more closely connected to the functions of the Ministry for Ethnic Communities. In these circumstances, we are required by section 14 of the OIA to transfer your request.

Please note that according to sections 14 and 15(1) of the Official Information Act, the 20-working day response period is reset by the transfer and starts again on the day the Ministry for Ethnic Communities receives the transfer notification. The Ministry notified the Ministry for Ethnic Communities of the transfer today.

The Ministry apologises for the delay in transferring your request. You have a right to seek an investigation and review of the delay by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

You will hear further from the Ministry for Ethnic Communities concerning your request in due course.

Nā mātou noa, nā

Official Information Team | Ministerial and Executive Services
Ministry of Social Development

Our Purpose:

We help New Zealanders to be safe, strong and independent
Manaaki Tangata, Manaaki Whānau

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Tuesday, 26 March 2024 12:29 am

To: [REDACTED]

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: Re: 23. Ministry of Social Development | Your Official Information Act Request

Hi again,

Since receiving an OIA response from MSD, we have found one more potential MSD strategy:

1. [*Former Refugees, Recent Migrants and Ethnic Communities Employment Action Plan*](#): Can you advise if this meets the GDS criteria? Or whether it has been archived?

Many thanks

Wendy

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Date: Monday, 25 March 2024 at 11:11 PM

To: [REDACTED]

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: 23. Ministry of Social Development | Your Official Information Act Request

Kia ora,

The Institute would like to thank you for your response to our OIA on 26 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

We just have a quick question:

1. We note that the *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence*, forms part of the work of Te Puna Aonui. We understand the Joint Venture was formed to improve the whole-of-government approach to family Violence and sexual violence. The eight departments involved are: Corrections (3), MoE (17), MoH (19), MoJ (21), TPK (22), MSD (23), OT (27) and PSC (28). Our view is that these are jointly held by the departments, do you agree?

Once we have all the responses in, we will be back in touch with the final draft of the excel.

Thank you again.

Best wishes,

Wendy

From: [REDACTED]
Date: 26 February 2024 at 15:11:35 NZDT
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Subject: Ministry of Social Development | Your Official Information Act Request

Tēnā koe Wendy McGuinness,

Please find attached the Ministry's response to your Official Information Act request.

Nā mātou noa, nā

Official Information Team | Ministerial and Executive Services

Ministry of Social Development

Our Purpose:

We help New Zealanders to be safe, strong and independent
Manaaki Tangata, Manaaki Whānau

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please notify the author immediately and erase all copies of the email and attachments. The Ministry of Social Development accepts no responsibility for changes made to this message or attachments after transmission from the Ministry. -----



22 February 2024

Wendy McGuinness
McGuinness Institute
wmcg@mcguinnessinstitute.org

Ref: OIA-2023/24-0462

Dear Wendy McGuinness

Official Information Act request relating to Government Department Strategies

Thank you for your Official Information Act 1982 (the Act) request received on 28 January 2024. In relation to the Department of the Prime Minister and Cabinet's (DPMC) Strategies (including its departmental agency the National Emergency Management Agency (NEMA)) you requested:

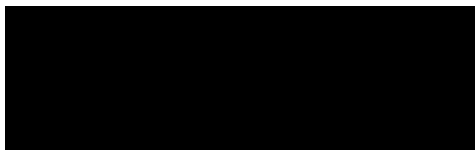
1. *Are the existing GDSs (as at 31 December 2021) still active?*
2. *Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
3. *Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Please find attached the updated excel spread sheet for DPMC and NEMA as at 31 December 2023. I can confirm no strategies have been moved to another department or archived.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

We do not intend to publish this response on the Department of the Prime Minister and Cabinet's website.

Yours sincerely




Executive Director
Strategy, Governance and Engagement

Index number	Government department currently holding the GDS	Name of strategy on GDS Index	Publication Date	Duration	This GDS replaces	Jointly held with	Transferred from	Link to GDS	McGuinness Institute's comments and questions	Department of the Prime Minister and Cabinet's response
GDS05-01	Department of the Prime Minister and Cabinet	National Disaster Resilience Strategy – Rautaki ā-Motu Manawaroa Aituā	April 2019	2019–2029	National Civil Defence Emergency Management Strategy (2008)	N/A	N/A	https://www.civildefence.govt.nz/cdem-sector/plans-and-strategies/national-disaster-resilience-strategy	-	
GDS05-02	Department of the Prime Minister and Cabinet	Cyber Security Strategy 2019	July 2019	2019–2023	N/A	N/A	N/A	https://www.dPMC.govt.nz/publications/new-zealands-cyber-security-strategy-2019	(i) We see that this strategy has now passed its end date, does this mean that this strategy is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy?	This Strategy has not been archived.
GDS05-03	Department of the Prime Minister and Cabinet	Child and Youth Wellbeing Strategy 2019	August 2019	2019–NK	N/A	N/A	N/A	https://www.childyouthwellbeing.govt.nz/resources/child-and-youth-wellbeing-strategy	(i) Can you provide the end date for this strategy?	The first statutory review took place in 2022. That review did not make any recommendations for change to the Strategy framework, and it remains the same since its inception. The next statutory review is due to take place in 2025.
GDS05-04	Department of the Prime Minister and Cabinet	Countering terrorism and violent extremism: National strategy overview	February 2020	2019–2020	N/A	N/A	N/A	https://www.dPMC.govt.nz/publications/new-zealands-countering-terrorism-and-violent-extremism-strategy	(i) We see that this strategy has now passed its end date, does this mean that this strategy is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy?	Countering terrorism and violent extremism: National strategy overview and New Zealand's Countering Terrorism and Violent Extremism Strategy are the same strategy. Refer to row 7
GDS05-05	Department of the Prime Minister and Cabinet	National Fuel Plan	March 2020	2020–NK	The Oil Emergency Response Strategy (2008) was subsumed by the National Fuel Plan (2020), which also replaced the National CDEM Fuel Plan (2012).	Jointly held between DPMC and MBIE	N/A	https://www.civildefence.govt.nz/cdem-sector/guidelines/national-fuel-plan	(i) Can you provide the end date for this strategy?	The National Fuel Plan covers three years and is currently in process of being updated. A revised plan is expected by end of 2024.
GDS05-XX	Department of the Prime Minister and Cabinet	New Zealand's Countering Terrorism and Violent Extremism Strategy	Oct-22	2020-ongoing	This is New Zealand's first Counter Terrorism strategy	Implementation is jointly overseen by the a group of agencies with responsibilities for Counter Terrorism	N/A	https://www.dPMC.govt.nz/publications/new-zealands-countering-terrorism-and-violent-extremism-strategy	(i) Is this a GDS? (ii) Can you please fill out columns D, E, F, G, and H?	This Strategy was published in February 2020 and updated in June 2021 and October 2022.
GDS05-XX	Department of the Prime Minister and Cabinet	Secure Together – Tō Tātou Korowai Manaaki	Aug-23	2023-2028	This is New Zealand's first National Security Strategy.	DPMC leads the implementation of this Strategy on behalf of Government and the 11 agencies of the National Security Board	N/A	https://www.dPMC.govt.nz/publications/aotearoas-national-security-strategy-secure-together-tatou-korowai-manaaki/#korowai	(i) Is this a GDS? (ii) Can you please fill out columns D, F, G, and H?	



EDUCATION REVIEW OFFICE
Te Tari Arotake Mātauranga

NATIONAL OFFICE
LEVEL 1, 101 LAMBTON QUAY
PO BOX 2799
WELLINGTON 6140
SX10166
T [REDACTED]
F [REDACTED]
[REDACTED]
www.ero.govt.nz

OIA Number: 24-154

22 February 2024

Wendy McGuinness
Wmcg@mcguinnessinstitute.org

Response to your information request

Dear Wendy McGuinness

I refer to your email of 28 January 2024 requesting under the Official Information Act 1982 (the Act) information about the Government Department Strategies Index. You have indicated that you are interested in the GDS for the ERO Pacific Strategy: Driving Success for Pacific Learners 2019-2022. You asked:

- i) *(We see that this strategy has now passed it's end date, does this mean that this strategy is now archived?*
- ii) *If yes, is it replaced?*
- iii) *If replaced, please provide name and link of new strategy?*

Education Review Office is currently in the process of updating our Pacific Strategy. This work is currently ongoing. Any updated strategy will be publicly available on our website www.ero.govt.nz.

I trust this information fulfils your request. If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact [REDACTED]

You have the right under section 28(3) of the Act to seek an investigation and review by the Ombudsman of this decision. Information about how to do this is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that this response, with your personal details removed, may be published on the Education Review Office website at <https://ero.govt.nz/information-releases/official-information-act-requests-and-responses>.



Pule Pasifika
Education Review Office | Te Tari Arotake Mātauranga

Subject: FW: 06. Education Review Office - Government Department Strategies Index (our reference: OIA 2024/01) (ERO ref: OIA 24-154)

Date: Friday, 17 May 2024 at 11:03:08 AM New Zealand Standard Time

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

To: Arne Larsen <al@mcguinnessinstitute.org>

From: [REDACTED]

Date: Thursday, 28 March 2024 at 7:26 AM

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Cc: [REDACTED]

Subject: 06. Education Review Office - Government Department Strategies Index (our reference: OIA 2024/01) (ERO ref: OIA 24-154)

Kia Ora Wendy

I am advised that it will be replaced approximately middle of this year.

Many thanks

[REDACTED]

Senior Advisor

Education Review Office | Te Tari Arotake Mātauranga

National Office | Tari Matua | M [REDACTED]

Legal House Level 1, 101 Lambton Quay, Wellington 6011, New Zealand

www.ero.govt.nz

Ko te Tamaiti te Pūtaka o te Kaupapa
The child - the heart of the matter

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Monday, March 25, 2024 9:37 PM

To: [REDACTED]

Subject: 06. Education Review Office - Government Department Strategies Index (our reference: OIA 2024/01) (ERO ref: OIA 24-154)

Kia ora Margee,

The Institute would like to thank you for your response to our OIA on 22 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process. We hope to be back in touch shortly with the final draft of the excel.

In the meantime, can you advise when the *ERO Pacific Strategy: Driving Success for Pacific Learners 2019-2022* is expected to be replaced?

If we have any further questions or comments we will be in touch.

Best wishes,

Wendy

From: [REDACTED]
Date: 22 February 2024 at 10:01:24 NZDT
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: [REDACTED]
Subject: OIA 24-154 Response to your information request

Kia Ora Wendy

Please find attached response to your information request

Sincerely

[REDACTED]
Senior Advisor

Education Review Office | Te Tari Arotake Mātauranga

National Office | Tari Matua | M [REDACTED]

Legal House Level 1, 101 Lambton Quay, Wellington 6011, New Zealand

www.ero.govt.nz

Ko te Tamaiti te Pūtake o te Kaupapa
The child - the heart of the matter

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Sunday, January 28, 2024 1:23 PM
To: [REDACTED]
Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>
Subject: 6. Education Review Office - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department’s thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (**in blue**) or (ii) possible GDSs (**in green**), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently

5. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows in blue are copied directly from our *2021 GDS Index*.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development – Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki – Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).



Te Tira Tiaki
Government Communications
Security Bureau



Te Pā Whakamarumarū
New Zealand Security
Intelligence Service

2 February 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy,

Official Information Act request

Thank you for your Official Information Act 1982 (OIA) request of 28 January 2024 to the Government Communications Security Bureau (GCSB) and New Zealand Security Intelligence Service (NZSIS) seeking an update to your Government Department Strategies Index Handbook asking the following questions:

1. *Are the existing GDSs (as at 31 December 2021) still active?*
2. *Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
3. *Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Response

The information you supplied in your spreadsheet is correct for both the GCSB and NZSIS. For completeness, I have outlined the answer to each question below.

1. Are the existing GDSs (as at 31 December 2021) still active?
Yes.
2. Are there any GDSs that are missing from the attached document?
No.
3. Are there any GDSs that are included in the attached document that have been recently archived?
No.

Review

If you would like to discuss this response with us, please feel free to contact

[REDACTED]

Ngā mihi

[REDACTED]

Tumuaki Tuarua
Acting Deputy Director-General Strategy, Governance and Performance



13 February 2024

Wendy McGuinness
McGuinness Institute Te Hononga Waka
wmcg@mcguinnessinstitute.org

Dear Wendy McGuinness

Thank you for your request made under the Official Information Act 1982 (OIA), received on 28 January 2024. You requested the following about Inland Revenue's Government Department Strategy (GDS):

1. *Are the existing GDSs (as at 31 December 2021) still active?*
2. *Are there any GDSs that are missing from the attached document?*
3. *Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Items 1 and 3

On 16 November 2023, Inland Revenue published the web page "Our Strategy" to replace the existing "Our Corporate Strategy - Customer". Accordingly, "Our Corporate Strategy - Customer" is to be archived.

Item 2

Inland Revenue has no other GDSs which are not captured in the document provided.

As requested, responses to your request have been updated in the spreadsheet provided, which is attached to this response.

Thank you for your request.

Yours sincerely



Domain Principal – Performance and Reporting

Our Ref DOIA 24-199

22 February 2024

Wendy McGuinness
McGuinness Institute
By email: wmcg@mcguinnessinstitute.org

Wellington Office

Radio New Zealand House
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New Zealand

T [REDACTED]

F [REDACTED]

E [REDACTED]

W www.linz.govt.nz

Tēnā koe Wendy

Response to your official information request

Thank you for your official information request received on 28 January 2024 for the following information:

1. "Are the existing GDSs (as at 31 December 2021) still active?"
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?"

The information requested has been provided as Appendix A, which is the excel sheet you initially provided with Toitū Te Whenua's information amended.

If you wish to discuss this decision with us, please feel free to contact ministerialsupport@linz.govt.nz

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Senior Business Partner
Ministerial and Government Services

Subject: FW: 09. Land Information New Zealand - Government Department Strategies Index (our reference: OIA 2024/01)
Date: Friday, 17 May 2024 at 10:47:44 AM New Zealand Standard Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>
Attachments: image001.png, image002.png, image003.png, image004.png, image005.png

From: [REDACTED]
Date: Wednesday, 27 March 2024 at 8:52 AM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: Dana King <dk@mcguinnessinstitute.org>
Subject: RE: 09. Land Information New Zealand - Government Department Strategies Index (our reference: OIA 2024/01)

Good morning

LINZ disagrees that this strategy is jointly held with LINZ. I've got the below para to pass on for more background. It is an MPI strategy that LINZ does assist with, but is not a strategy of our own.

"The Ministry for Primary Industries (MPI) are responsible for the National Wilding Conifer Control Programme and lead the New Zealand Wilding Conifer Management Strategy 2015–2030. As part of this, MPI work with landowners to support the removal of Wilding conifers across New Zealand. LINZ supports this programme by managing the Wilding Conifer Information System (WCIS), an application that stores planning and control data."

Let me know if you require anything further 😊.

Ngā mihi nui

[REDACTED]
Business Specialist | Matanga Pakihi
Ministerial and Government Services
Strategy, Policy and Design

[REDACTED] | DDI [REDACTED]



Wellington Office, Level 5, Radio New Zealand House, 155 The Terrace
PO Box 5501, Wellington 6145, New Zealand
www.linz.govt.nz | data.linz.govt.nz



From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Monday, March 25, 2024 9:52 PM
To: [REDACTED]
Cc: Dana King <dk@mcguinnessinstitute.org>
Subject: 09. Land Information New Zealand - Government Department Strategies Index (our reference: OIA

2024/01)

Kia ora [REDACTED],

The Institute would like to thank you for your response to our OIA on 22 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

If you have a moment can you answer the following question:

1. [New Zealand Wilding Conifer Management Strategy 2015–2030](#). The Department of Conservation has indicated the strategy is jointly held with LINZ. Do you agree?

In regard to the *Biosecurity and biodiversity strategy*, we have decided not to treat this strategy as a GDS as it is text on a website, rather than a corporate stand-alone document. See explanation on our [Working Paper 2022/01-Methodology](#) (p. 13): A GDS must be a position 'statement' or a 'report' at a fixed point of time (not a website page that can be easily modified).

Once we have your answer to question 1, we will be back in touch with the final draft of the excel.

Thanks again for your help with this initiative.

Happy Easter!

Best wishes,
Wendy

From: [REDACTED]
Date: 22 February 2024 at 07:44:25 NZDT
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Subject: RE: OIA: 9. Land Information New Zealand - Government Department Strategies Index (our reference: OIA 2024/01)

Kia ora Wendy

Attached is a response to your Official Information Act request.

Regards

[REDACTED]
Senior Business Partner / Hoa Kōtui Pakihi Matua

Ministerial and Government Services

[REDACTED] | DDI [REDACTED] | MOB [REDACTED]

Wellington Office, Level 7, Radio New Zealand House, 155 The Terrace
PO Box 5501, Wellington 6145, New Zealand

www.linz.govt.nz | data.linz.govt.nz

----- Original Message -----

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>;

Received: Sun Jan 28 2024 13:25:57 GMT+1300 (New Zealand Daylight Time)

To: [REDACTED]

Cc: ec@mcguinnessinstitute.org; al@mcguinnessinstitute.org;

Subject: 9. Land Information New Zealand - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department's thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows in blue are copied directly from our 2021 GDS Index.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master

Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 1, 15 Allen Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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This message contains information, which may be in confidence and may be subject to legal privilege. If you are not the intended recipient, you must not peruse, use, disseminate, distribute or copy this message. If you have received this message in error, please notify us immediately (Phone [REDACTED] or [REDACTED]) and destroy the original message. LINZ accepts no responsibility for changes to this email, or for any attachments, after its transmission from LINZ. Thank You.

8 February 2024

DOIA24/008

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

I refer to your request received on 29 January 2024, which has been considered under the Official Information Act 1982 (OIA). Please find a response below.

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

The Ministry has no documents in relation to this request, as information relating to our strategy is set out in our Statement of Intent and Annual Report.

As such, your request is refused under section 18(e) of the OIA, as the information requested does not exist.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available via www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Pou Mataaho o Te Iho - Deputy Chief Executive, Organisational Performance

Subject: FW: 10. Ministry for Culture and Heritage - Government Department Strategies Index (our reference: OIA 2024/01) (MCH reference: DOIA24/008)

Date: Friday, 17 May 2024 at 10:59:53 AM New Zealand Standard Time

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

To: Arne Larsen <al@mcguinnessinstitute.org>

From: [REDACTED]

Date: Tuesday, 9 April 2024 at 2:30 PM

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: RE: 10. Ministry for Culture and Heritage - Government Department Strategies Index (our reference: OIA 2024/01) (MCH reference: DOIA24/008)

Kia ora Wendy

Thank you for your follow up email of 25 March 2024.

The Ministry for Pacific Peoples (MPP) is the lead government agency for the Pacific Languages Strategy 2022-2032. The Ministry for Culture and Heritage, alongside other government agencies (Ministries of Education and Foreign Affairs and Trade), is a partner of the Pacific Languages Government Action Plan led by MPP.

You can read more about the Pacific Languages Government Action Plan at the link below.

<https://www.mpp.govt.nz/programmes/pacific-languages-government-action-plan/>

Ngā mihi

Te Pae Hāpai Minita | Ministerial Services

Manatū Taonga | Ministry for Culture & Heritage

Ki te puāwai te ahurea, Ka ora te iwi

Culture is thriving, The people are well

Public Trust Building, 131 Lambton Quay, Wellington

PO Box 5364, Wellington 6140 | Ph +64 4 499 4229

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Monday, March 25, 2024 9:55 PM

To: [REDACTED]

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: 10. Ministry for Culture and Heritage - Government Department Strategies Index (our reference: OIA 2024/01) (MCH reference: DOIA24/008)

Kia ora,

The Institute would like to thank you for your response to our OIA on 8 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

If you have a moment can you answer the following question:

1. *Pacific Languages Government Action Plan*. Ministry for Pacific Peoples has indicated the strategy is jointly held with MCH. Do you agree?

Once we have your answer to question 1, we will be back in touch with the final draft of the excel.

If we have any further questions or comments we will be in touch.

Best wishes,
Wendy

From: [REDACTED]
Date: Thursday, 8 February 2024 at 4:10 PM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Subject: Response to request DOIA24/008 (reference: OIA 2024/01)

Kia ora Wendy

Please find attached the response to your request.

Ngā mihi

Te Pae Hāpai Minita | Ministerial Services
Manatū Taonga | Ministry for Culture & Heritage
Ki te puāwai te ahurea, Ka ora te iwi
Culture is thriving, The people are well
Public Trust Building, 131 Lambton Quay, Wellington
PO Box 5364, Wellington 6140 | Ph [REDACTED]

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Sunday, January 28, 2024 1:27 PM
To: [REDACTED]
Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>
Subject: 10. Ministry for Culture and Heritage - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023
(our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

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In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government

department strategy' must have all seven elements:

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6. guide the department's thinking and operations over two years or more, and
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In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

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- Each row represents one GDS.
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Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

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26 February 2024

Wendy McGuinness
McGuinness Institute Te Hononga Waka
wmcg@mcguinnessinstitute.org

Mālō 'e lelei Wendy

RESPONSE TO AN OFFICIAL INFORMATION ACT REQUEST (REF: DOIA044-2023/24)

On 28 January 2024, you contacted the Ministry for Pacific Peoples (the Ministry) requesting under the Official Information Act 1982 (OIA), information relating to Government Department Strategies Index (GDS Index). I have outlined your specific requests and my response below.

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?

Yes, the existing GDSs as at 31 December 2021 are still active.

2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.

Yes, the following GDSs have been added to the attached Excel document:

- Pacific Languages Government Action Plan
- Pacific Employment Action Plan

3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

No, the Ministry does not have any GDSs that have been recently archived.

In line with standard OIA practice, the Ministry proactively publishes some of its responses to OIA requests. As such, this letter may be published on the Ministry for Pacific Peoples' website. Your personal details will be removed, and the Ministry will not publish any information that would identify you or your organisation.

Should you wish to discuss this response with us, please feel free to contact the Ministry at:

[REDACTED]

If you are dissatisfied with this response, you have the right, under section 28(3) of the OIA, to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Mālō 'aupito

[REDACTED]

[REDACTED]

**Deputy Secretary,
Office of the Secretary**



OIA24-0037

25 March 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Dear Wendy McGuinness,

Thank you for your email of 28 January 2024 requesting information relating to the Ministry for Primary Industries' (MPI) Government Department Strategies (GDS). Your request has been considered under the Official Information Act 1982 (OIA).

You requested the following:

1. *Are the existing GDSs (as at 31 December 2021) still active?*
2. *Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
3. *Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

You also requested details of the GDSs listed in the Excel spreadsheet you included in your request.

On 26 February 2024, MPI extended the timeframe to respond to your request to 18 March 2024. On 18 March 2024, MPI informed you of its decision to grant your request.

Please find a list of MPI's GDSs along with the requested details included with this letter as Appendix One. Please note, the lines marked in orange are strategies that either do not meet the criteria of a GDS or are not active, while the lines marked in green are GDSs that have become active since the 2021 *Government Department Strategy Index*. Please note that we have only included the central government agencies that jointly hold strategies.

Should you have any concerns with this response, I would encourage you to raise these with the Ministry for Primary Industries at [REDACTED]. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Contact details are: Office of the Ombudsman, PO Box 10152, Wellington 6143 or at info@ombudsman.parliament.nz.

Yours sincerely,

[REDACTED]

[REDACTED]
Director, Strategy, Governance, and Performance

Name of strategy on GDS Index	Publication date	Duration	This GDS replaces	Jointly held with	Transferred from	Link to GDS	MPI's notes
Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru	October 2007	2007–2032	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/38798/sitemap	
Harvest Strategy Standard for New Zealand Fisheries	October 2008	2008–	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/19334/sitemap	There is no specified end date to this strategy.
Research and Science Information Standard for New Zealand Fisheries	May 2011	2011–2030	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/3692/sitemap	
Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	April 2012	2012–2017	N/A	N/A	N/A		This strategy has been replaced by the <i>Aquaculture Strategy</i> .
Animal Welfare Matters	May 2013	2013–	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/3963/sitemap	There is no specified end date to this strategy.
National Plan of Action for the Conservation and Management of Sharks	January 2014	2013–2018	National Plan of Action - Sharks (2008)	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/1138/sitemap	This strategy is still active, but it is going to be replaced. A revised plan called <i>The National Plan of Action for the Conservation and Management of Sharks 2023 (NPOA - Sharks 2023)</i> has been drafted and underwent public consultation from 2 August 2022 to 13 September 2022. It has yet to be released to the public; therefore, it does not yet meet the criteria of a GDS.
Science Strategy – Rautaki Putaiao	October 2015	2015–2020	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/10172/sitemap	While this strategy has passed its end date, it has not been replaced, and it is still active.
Biosecurity 2025 Direction Statement	November 2016	2016–2025	N/A	N/A	N/A	https://www.mpi.govt.nz/biosecurity/about-biosecurity-in-new-zealand/biosecurity-2025/biosecurity-2025/	
Primary Sector Science Roadmap – Te Ao Tūroa	June, 2017	2017–2030	N/A	N/A	N/A	https://www.mpi.govt.nz/science/primary-sector-science-roadmap-te-ao-turoa/	
New Zealand sea lion/rāpoka Threat Management Plan 2017–2022	July 2017	2017–2022	N/A	DoC and MPI	N/A	https://www.doc.govt.nz/nature/native-animals/marine-mammals/seals/new-zealand-sea-lion/new-zealand-sea-lion-rapoka-threat-management-plan/	This work is led by DoC, and the strategy is currently under review. DoC will be better placed to advise on the status of this strategy.
Essential Freshwater	October 2018	2018–2020	Freshwater Reform: 2013 and Beyond (2013)	MPI and MfE	N/A	https://environment.govt.nz/publications/essential-freshwater-healthy-water-fairly-allocated/	This work is led by MfE. The strategy is still active, but MfE will be better placed to advise on the end date of this strategy.
National Blue Cod Strategy	December 2018	2018–	N/A	N/A	N/A	https://www.mpi.govt.nz/fishing-aquaculture/sustainable-fisheries/national-blue-cod-strategy/	There is no specified end date to this strategy.
Aquaculture Strategy	September 2019	2019–2035	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	N/A	N/A	https://www.mpi.govt.nz/fishing-aquaculture/aquaculture-fish-and-shellfish-farming/aquaculture-strategy-for-new-zealand/	This strategy replaces the <i>Aquaculture Strategy and Five-year Action Plan to Support Aquaculture</i> .

Name of strategy on GDS Index	Publication date	Duration	This GDS replaces	Jointly held with	Transferred from	Link to GDS	MPI's notes
Food Safety Strategy 2019 – 2024	November 2019	2019–2024	N/A	N/A	N/A	https://www.mpi.govt.nz/consultations/a-strategy-for-new-zealand-food-safety/	This strategy has been replaced by <i>A Strategy for New Zealand Food Safety – Strategy Refresh 2022 – 2024</i> .
Cadmium and New Zealand Agriculture and Horticulture	December 2019	2019–2026	Cadmium and New Zealand Agriculture and Horticulture (2011)	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/40076/sitemap	
National Plan of Action – Seabirds 2020	May 2020	2020–2025	National plan of action – Seabirds (2013)	DoC and MPI	N/A	https://www.mpi.govt.nz/consultations/national-plan-of-action-for-seabirds-2020/	
Te Kaweka Takohaka mō te Hoiho 2019–2029	August 2020	2019–2029	N/A	DoC and MPI	N/A	https://www.doc.govt.nz/nature/native-animals/birds/birds-a-z/penguins/ye-low-eyed-penguin-hoiho/a-strategy-to-support-the-health-of-hoiho/	
Antarctic and Southern Ocean Research Directions and Priorities 2021–2030	December 2021	2021–2030	Antarctic and Southern Ocean Science (2011)	LINZ, MPI, MBIE, and MFAT	N/A	https://www.mfat.govt.nz/en/environment/antarctica-and-the-southern-ocean/aotearoa-new-zealand-antarctic-research-directions-and-priorities/	
A Strategy for New Zealand Food Safety – Strategy Refresh 2022 – 2024	August 2022	2022–2024	Food Safety Strategy 2019 – 2024	N/A	N/A	https://www.mpi.govt.nz/about-mpi/strategy/new-zealand-food-safety-strategy/	
Hauraki Gulf Fisheries Plan	August 2023	2023–2027				https://www.mpi.govt.nz/consultations/draft-hauraki-gulf-fisheries-plan/	The <i>Hauraki Gulf Fisheries Plan</i> is a regional strategy; therefore, it does not meet the criteria of a GDS.
National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019	May 2019	2019–	Deepwater Fisheries Plan (2010)	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/19721/sitemap	This is a GDS, but there is no specified end date to this strategy.
Aotearoa New Zealand Wallaby Strategy	October 2022	2021–2025	N/A	MPI, DoC, and LINZ	N/A	https://www.mpi.govt.nz/dmsdocument/54358-Aotearoa-New-Zealand-Wallaby-Strategy-Full-version	
New Zealand Wilding Conifer Management Strategy	December 2014	2015–2030	N/A	MPI, DoC, LINZ, and NZ Defence Force	N/A	https://www.wildingpines.nz/assets/Documents/2014-new-zealand-wilding-conifer-management-strategy.pdf	
Hector's and Maui Dolphin Threat Management Plan 2020	December 2021	2020–	N/A	DoC and MPI	N/A	https://www.doc.govt.nz/globalassets/documents/conservation/native-animals/marine-mammals/maui-tmp/hectors-and-maui-dolphin-threat-management-plan-2020.pdf	There is no specified end date to this strategy.
National Fisheries Plan for Highly Migratory Species 2019	May 2019	2019–	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/18563/direct	There is no specified end date to this strategy.
National Inshore Finfish Fisheries Plan	October 2022	2022–	N/A	N/A	N/A	https://www.mpi.govt.nz/dmsdocument/54529/direct	There is no specified end date to this strategy.
Fit for a Better World: Accelerating Our Economic Potential	2020	2020–2030	N/A	MPI, MBIE, MFE, and NZTE	N/A	https://fitforabetterworld.org.nz/about/our-roadmap/	

Subject: FW: 13. Ministry for the Environment - Government Department Strategies Index (our reference: OIA 2024/01)
Date: Friday, 1 March 2024 at 8:40:06 AM New Zealand Daylight Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>, Eilish Cartysquires <ec@mcguinnessinstitute.org>
Category: Yellow
Attachments: Copy of 20240129 Draft Master Excel Version 161 (002).xlsx

From: George Bryson <George.Bryson@mfe.govt.nz>
Date: Tuesday, 27 February 2024 at 11:45 AM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: [REDACTED]
Subject: RE: 13. Ministry for the Environment - Government Department Strategies Index (our reference: OIA 2024/01)

Kia ora Wendy,

As requested, please find the completed Excel spreadsheet attached.

I'm also writing to provide an update on the Essential Freshwater GDS. The Ministry for the Environment (MfE) has allocated funding to support the implementation of Essential Freshwater reform through various funds. These funds are fully committed and designed to deliver long-term benefits.

The initial focus was on improving freshwater management by supporting users in adhering to environmental limits. Subsequent funding targeted capability and capacity building across the freshwater management system.

All funded projects will contribute to:

Delivering on-the-ground action, improved land use practices, and healthier freshwater

- Building momentum for change within catchment communities
- Supporting capability and capacity building of stakeholders
- Monitoring, evaluating, and communicating project achievements and learnings

Further information on each of these fully allocated funds can be found at the following links:

Community Environment Fund: [Community Environment Fund | Ministry for the Environment](#)
Freshwater Improvement Fund: [Freshwater Improvement Fund | Ministry for the Environment](#)
Public Waterways and Ecosystem Restoration Fund: [Environment Aotearoa 2022](#)
Kaipara Moana Remediation Programme: [Home - Kaipara Moana Remediation \(kmr.org.nz\)](#)
Te Mana o te Wai Fund: [Te Mana o te Wai Fund | Ministry for the Environment](#)
Essential Freshwater Fund: [Government freshwater work programme | Ministry for the Environment](#)

Ngā mihi,

[REDACTED]
*Advisor | Kaitohutohu
Ministerial Services*

Ministry for the Environment | Manatū Mō Te Taiao
[REDACTED] | mfe.govt.nz

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Sunday, January 28, 2024 1:29 PM

To: [REDACTED]

Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>

Subject: 13. Ministry for the Environment - Government Department Strategies Index (our reference: OIA 2024/01)

MFE CYBER SECURITY WARNING

This email originated from outside our organisation. Please take extra care when clicking on any links or opening any attachments.

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department’s thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii)

possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- o Each department has its own sheet.
- o Each row represents one GDS.
- o The rows in blue are copied directly from our 2021 GDS Index.
- o The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- o The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our 2021 GDS Index (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a 2023 GDS Index and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 1, 15 Allen Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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27 February 2024

Wendy McGuinness
wmcg@guinnessinstitute.org

Tēnā koe Wendy

OFFICIAL INFORMATION ACT REQUEST

I refer to your official information request of **29 January** for:

- *Are the existing GDSs (as at 31 December 2021) still active?*
- *Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- *Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

The information you have requested is enclosed (see Appendix One and attached spreadsheet). Manatū Wāhine Ministry for Women's Te Mahere Whai Mahi Wāhine Women's Employment Action Plan has been submitted for inclusion as a Government Department Strategy (GDS).

Official Information Act responses

Please note that this response, with your personal details redacted, may be published on the Ministry's website. If you have any concerns or comments related to this, please let us know by emailing [REDACTED] within two weeks of the date of this letter.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā

[REDACTED]

[REDACTED]

Director, Corporate Services (Acting)

APPENDIX ONE

Te Mahere Whai Mahi Wāhine Women's Employment Action Plan

Purpose

Te Mahere Whai Mahi Wāhine Women's Employment Action Plan provides a roadmap of actions towards a better future for women's employment.

Its purpose is to improve the employment pathways for women who are marginalised in the labour market, particularly wāhine Māori, Pacific women, young and older women, disabled women, women who are former refugees and recent migrants, and LGBTQIA+. The plan seeks to address the inequitable outcomes between Māori and non-Māori and increase opportunities for wāhine Māori to maximise their potential and improve their financial security through participation in employment and training. The Plan is guided by Te Tiriti o Waitangi and te ao Māori values.

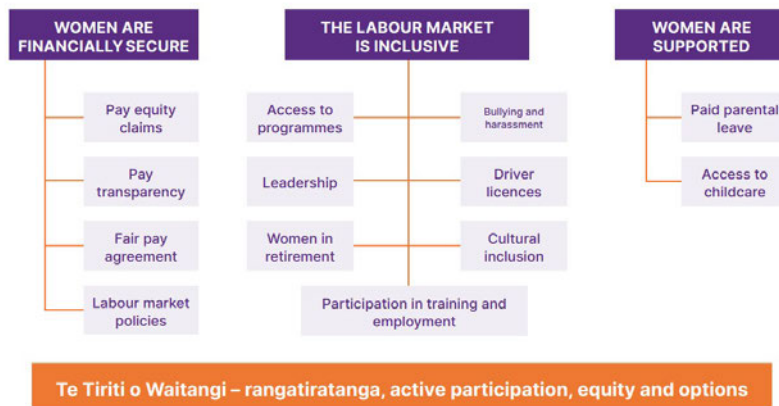
Why develop Te Mahere Whai Mahi Wāhine Women's Employment Action Plan

Women are still facing critical employment issues in the labour market in Aotearoa New Zealand: They interact differently with the labour market to men, which can put women at an economic disadvantage, and continue to face greater barriers to accessing employment gains in the workplace. Women often earn less than men, even when they have the same qualifications, continue to experience a gender pay gap, are more likely to be concentrated in lower skilled, lower paid, and/or part-time or casual work, often seeking more working hours or working non-standard hours, are involved in insecure or limited employment conditions, making them more vulnerable to job losses, are more likely than men to have experienced discrimination, harassment, or bullying at work, undertake a disproportionate share of caring and family responsibilities, which reduces their capacity to adapt to labour market requirements and changes (this is particularly the case for wāhine Māori and Pacific women), and will be affected by increasing digitalisation and automation.

Te Mahere Whai Mahi Wāhine is structured across three success areas:

1. Women are financially secure.
2. The labour market is inclusive.
3. Women are supported to meet their paid and unpaid work commitments without incurring penalties.

Key success areas for the plan:



This is a cross government agency plan

Te Mahere Whai Mahi Wāhine builds on existing supports for women’s employment. The plan has 31 action items led across the government sector and grouped by success area and timeline. The Plan is a five year plan with immediate, medium and longer term actions to support women’s employment.

Manatū Wāhine Ministry for Women directly leads six actions. It supports action for women within the other six employment action plans: Te Mahere Whai Mahi Māori: Māori Employment Action Plan, Older Workers Employment Action Plan, Former Refugees, Recent Migrants, and Ethnic Communities Employment Action Plan, the Pacific Employment Action Plan, Work Matters – Employment Action Plan for people disabled people, and Youth Employment Action Plan.

The plan engaged directly with women

The Action plan was developed by communities of women, women's organisations and partner agencies. The Minister for Women's advisory group, the National Advisory Council on the Employment of Women (NACEW), led the engagement to develop the action plan. The Ministry for Women supported this engagement with a series of on line and in person hui as well as sought written advice and input into the plans development. The Action Plan and supporting material is published on the Ministry's website <https://www.women.govt.nz/library/te-mahere-whai-mahi-wahine-engagement-2022>.

Implementing the Plan

The Plan is a living document. The majority of actions involve a monitoring role of other agency’s initiatives. Successful implementation of the plan requires regular communication and coordination with these agencies. Key indicators of success are measured in completed projects and identifying new and forward actions to support women’s employment. It has a monitoring dashboard reported on 6 monthly to the monitoring agency, the Ministry of Business Innovation and Employment.

Subject: FW: 14. Ministry for Women - Government Department Strategies Index (our reference: OIA 2024/01)
Date: Friday, 17 May 2024 at 11:00:31 AM New Zealand Standard Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>
Category: Yellow
Attachments: image001.png

From: [REDACTED]
Date: Tuesday, 9 April 2024 at 9:08 AM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: [REDACTED]
Subject: RE: 14. Ministry for Women - Government Department Strategies Index (our reference: OIA 2024/01)

Kia ora Wendy

Apologies for the delay.

The Women's Employment Action Plan is held by the Ministry for Women.
MBIE provides a reporting mechanism across all seven EAPs but not individual EAPs

Hope this helps.

Ngā mihi

[REDACTED]



[REDACTED] | Principal Advisor, Ministerial Services
M: 021 284 5866 | E: [REDACTED]
22 The Terrace | Level 9, QUAL IT House
PO Box 10049, Wellington 6011
www.women.govt.nz

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Monday, March 25, 2024 10:11 PM
To: [REDACTED]
Cc: Dana King <dk@mcguinnessinstitute.org>
Subject: 14. Ministry for Women - Government Department Strategies Index (our reference: OIA 2024/01)

Kia ora Reece,

The Institute would like to thank you for your response to our OIA on 27 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

If you have a moment can you answer the following question:

1. *Te Mahere Whai Mahi Wāhine Women's Employment Action Plan*: Based on your feedback, we will treat this as jointly held with MBIE? Correct?

Once we have your answer to question 1, we will be back in touch with the final draft of the excel.

Best wishes,

Wendy

From: [REDACTED]
Date: 27 February 2024 at 16:58:59 NZDT
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: [REDACTED]
Subject: RE: 14. Ministry for Women - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe Wendy

Please see attached a response to your request for information.

Ngā mihi

[REDACTED]

[REDACTED] | Principal Advisor, Ministerial Services

M: [REDACTED] | E: [REDACTED]

22 The Terrace | Level 9, QUAL IT House
PO Box 10049, Wellington 6011

www.women.govt.nz

From: Ministry for Women - Ministerial Servicing
Sent: Wednesday, January 31, 2024 9:03 AM
To: wmcg@mcguinnessinstitute.org
Cc: [REDACTED]
Subject: RE: 14. Ministry for Women - Government Department Strategies Index (our reference: OIA 2024/01)

Tēna koe Wendy

I am emailing to confirm that Manatū Wāhine Ministry for Women have received your Official Information Act request of 29 January 2024.

Manatū Wāhine will endeavour to respond to your request as soon as possible and, in any event, no later than 27 February 2024 – 20 working days after your request was received. If we are unable to respond to your request by that date, we will notify you of an extension of that timeframe.

Please do not hesitate to reply to this email if you have any queries or further information relating to this request.

Ngā mihi,

██████████

██████████ | Principal Advisor, Ministerial Services

M: ██████████ | E: ██████████

<image001.png> 22 The Terrace | Level 9, QUAL IT House
PO Box 10049, Wellington 6011

www.women.govt.nz

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Sunday, January 28, 2024 1:31 PM

To: ██████████

Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>

Subject: 14. Ministry for Women - Government Department Strategies Index (our reference: OIA 2024/01)

You don't often get email from wmcg@mcguinnessinstitute.org. [Learn why this is important](#)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

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1. be a publicly available document accessible on a government department website,
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5. be national rather than local in focus, therefore excluding regional strategies,
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- Each row represents one GDS.
- The rows in blue are copied directly from our 2021 GDS Index.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
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26 July 2024

Ref: DOIA 2324-1576

Wendy McGuinness
McGuinness Institute Te Hononga Waka
Email: wmcg@mcguinnessinstitute.org

Tēnā koe Wendy McGuinness

Thank you for your email of 28 January 2024 to the Ministry of Business, Innovation and Employment (MBIE) requesting, under the Official Information Act 1982 (the Act), the following information:

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

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- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

We sincerely apologise for the length of time it has taken to provide you with the information requested.

Please find attached the Excel spreadsheet which contains the requested information about active Government Department Strategies. We have also included a further tab which details strategies which have been transferred or do not fall within the definition of a Government Department Strategy.

Please see Annex One for the archived Government Department Strategies which are no longer active.

If you wish to discuss any aspect of your request or this response, or if you require any further assistance, please contact [REDACTED]

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā

[REDACTED]

[REDACTED]

Acting General Manager – Communications, Design and Ministerial Services



Annex One: Archived Government Department Strategies

Index number	Name of strategy on GDS Index	Comment
GDS15-14	Government Tourism Strategy	Archived
GDS15-16	Small Business Strategy	Archived
GDS15-02	Energy Strategy 2011-2021	Archived
GDS15-08	Pacific Economic Strategy 2015-2021	As you note, this strategy was concluded in 2021. There is no new strategy, however the Treasury independently established their strategy which we have inputted to.
GDS15-10	Energy Efficiency and Conservation Strategy 2017-2022	Archived
GDS15-04	Refugee Settlement: Resettlement Strategy	Archived
GDS15-05	Major Events Strategy: Investing in world class events	This strategy is no longer active and no singular strategy document has replaced it. For more information please see: www.majorevents.govt.nz/about/strategy .
GDS15-17	Our Employment Strategy	This strategy is no longer active and has been replaced by the Aotearoa New Zealand's Employment Strategy.
GDS15-18	Economic Plan for a Productive, Sustainable and Inclusive Economy	Archived
GDS15-19	Responsibly Delivering Value: A Minerals and Petroleum Resource Strategy for Aotearoa New Zealand 2019-2029	Archived
GDS15-21	Agritech Industry Transformation Plan	Archived
GDS15-24	Advanced Manufacturing ITP Scope	Archived
GDS15-XX	Our Economic Plan: Supporting Aotearoa New Zealand to become a high wage low emissions economy that provides economic security in good times and bad.	Archived
GDS15-XX	He Mahere Tiaki Kaimahi Better Work Action Plan	This was not a Govt Dept Strategy, it was put out by the Industry Transformation Plan (ITPs) leadership group. ITPs were subject to a 'stop work' notices.
GDS15-XX	Advanced Manufacturing Industry Transformation Plan	Archived
GDS15-XX	Agritech Industry Transformation Plan	Archived

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**MANATŪ KAUPAPA
WAONGA**
NEW ZEALAND
MINISTRY OF DEFENCE

22 February 2024

Wendy McGuinness
Chief Executive, McGuinness Institute
wmcg@mcguinnessinstitute.org

Dear Wendy

RESPONSE TO YOUR OFFICIAL INFORMATION ACT REQUEST

Thank you for your email of 28 January 2024, in which you requested, pursuant to the Official Information Act 1982 (the Act), information to allow for updates to the McGuinness Institute Government Department Strategies (GDS) Index. Please see below responses to your specific questions.

1. *Are the existing GDSs (as at 31 December 2021) still active?*

The documents included in the 2021 Index are still active as the policy and strategy settings are considered to be Government policy until replaced or otherwise updated.

The exception, however, is the *'Strategic Defence Policy Statement 2018'* and the *'Defence White Paper 2016'* whose policy and strategy settings have been updated in the *'Defence Policy and Strategy Statement 2023'*.

2. *Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*

In the period following the publication of the 2021 Index, two documents have been released: *'Defence Policy and Strategy Statement 2023'* and *'Future Force Design Principles 2023'*. The *'Defence Policy and Strategy Statement 2023'* has been correctly identified in the Excel document. However, the *'Future Force Design Principles 2023'* is missing from this document and has been added as requested.

3. *Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

We recommend that the '*Strategic Defence Policy Statement 2018*' and '*Defence White Paper 2016*' be removed from the Excel document for reasons that are specified in response to Question 1 above.

We have also ensured that the relevant updates are captured in the attached Excel document as requested.

Under section 28(3) of the Act you have the right to request the Ombudsman to investigate and review this response.

Yours sincerely


Deputy Secretary, Defence Policy and Planning



21/02/2024

Wendy McGuinness
The Chief Executive
McGuinness Institute Te Hononga Waka
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

OIA: 1321756 Government Department Strategies Index (GDS Index) – updating to 31 December 2023

Thank you for your email of 28 January 2024 to the Ministry of Education (the Ministry) requesting the following information:

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs on 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel and email the Excel back to us.

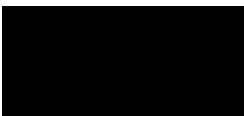
- 1. Are the existing GDSs (as of 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached documents? If yes, please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Your request has been considered under the Official Information Act 1982 (the Act).

Please find attached as **Appendix A**, the Ministry's response to your request. This has been provided to you in the Excel spreadsheet, as requested.

Please note, we may publish this response on our website after five working days. Your name and contact details will be removed.

Nāku noa, nā



Acting Hautū | Deputy Secretary | Te Pou Rangatōpū | Corporate



26 February 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

195 Lambton Quay
Private Bag 18–901
Wellington 6160
New Zealand

T [REDACTED]
F [REDACTED]
OIA 29067

Tēnā koe Wendy McGuinness

I refer to your email of 28 January 2024 in which you request the following under the Official Information Act 1982 (OIA):

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

About the Draft Master Excel

- Each department has its own sheet.*
- Each row represents one GDS.*
- The rows in blue are copied directly from our 2021 GDS Index.*
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.*
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website here and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual*

Violence. This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found here. However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

The information relevant to your request is attached. Regarding the Trade Recovery Strategy 2.0, this document is only publicly available in HTML format however we have created and attached a PDF for your reference.

Please note that it is our policy to proactively release our responses to official information requests where possible. Therefore, our response to your request (with your personal information removed) may be published on the Ministry website: www.mfat.govt.nz/en/about-us/contact-us/official-information-act-responses/

If you have any questions about this decision, you can contact us by email at: [REDACTED]. You have the right to seek an investigation and review by the Ombudsman of this decision by contacting www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā

[REDACTED]

[REDACTED]
for Acting Secretary of Foreign Affairs and Trade

Index number	Government department currently holding the GDS	Name of strategy on GDS index	Publication Date	Duration	This GDS replaces	Jointly held with	Transferred from	Link to GDS	McGuinness Institute's comments and questions	Ministry of Foreign Affairs and Trade's response
GDS18-01	Ministry of Foreign Affairs and Trade	Opening Doors to China: New Zealand's 2015 Vision	February 2012	2012-2015	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	(i) This GDS appears to be no longer active as it is no longer on your website. Can you confirm it is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy? (iv) If it has not been archived or replaced, can you provide a link to where we can find it on your website?	Ministry of Foreign Affairs and Trade's response i. The Opening Doors to China: New Zealand's 2015 Vision, was a strategy that was replaced by the Trade Recovery Strategy 2.0. ii. The Strategy has been discounted (as it is time bound) and has not been replaced. iii. N/A iv. Please see Column 1 for the link.
GDS18-02	Ministry of Foreign Affairs and Trade	ASEAN Partnership: One Pathway to Ten Nations	July 2013	2013-2017	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	(i) This GDS appears to be no longer active as it is no longer on your website. Can you confirm it is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy? (iv) If it has not been archived or replaced, can you provide a link to where we can find it on your website?	i. The ASEAN Partnership: One Pathway to Ten Nations, was a time bound strategy. ii. The ASEAN Partnership: One Pathway to Ten Nations, has not been replaced with another strategy. iii. N/A iv. Please see Column 1 for the link.
GDS18-03	Ministry of Foreign Affairs and Trade	Advancing with Australia: New Zealand Inc Australia strategy	NK 2013	2013-NK	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	(i) This GDS appears to be no longer active as it is no longer on your website. Can you confirm it is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy? (iv) If it has not been archived or replaced, can you provide a link to where we can find it on your website?	i. The Advancing with Australia: New Zealand Inc Australia strategy is no longer in use. ii. The Advancing with Australia: New Zealand Inc Australia strategy has not been replaced with another strategy. iii. N/A iv. Please see column 1 for the link.
GDS18-04	Ministry of Foreign Affairs and Trade	Our People Strategy	July 2017	2017-2021	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	(i) This GDS appears to be no longer active as it is no longer on your website. Can you confirm it is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy? (iv) If it has not been archived or replaced, can you provide a link to where we can find it on your website?	i. Our People Strategy has not been archived. ii. N/A iii. N/A iv. Please see Column 1 for the link.
GDS18-05	Ministry of Foreign Affairs and Trade	Diversity and Inclusion Strategy 2018-2028	June 2018	2018-2028	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-06	Ministry of Foreign Affairs and Trade	International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]	November 2019	2019-2030	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-07	Ministry of Foreign Affairs and Trade	India - New Zealand 2025: Investing in the Relationship	February 2020	2020-2025	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-08	Ministry of Foreign Affairs and Trade	Trade Recovery Strategy	June 2020	2020-NK	N/A	N/A	N/A	Unable to find link	(i) This GDS appears to be no longer active as it is no longer on the website. Can you confirm it is now archived? (ii) If yes, is it replaced by Trade Recovery Strategy 2.0? (iii) If replaced, please provide name and link of new strategy? (iv) If it has not been archived or replaced, can you provide a link to where we can find it on your website?	i. The Trade Recovery Strategy is not longer active. ii. Yes, the Trade Recovery Strategy has been replaced by Trade Recovery Strategy 2.0 iii. N/A iv. N/A We believe by 'row 17' you are referring to 'row 15, please contact us if there is a discrepancy with the spreadsheet MFAT was provided
GDS18-09	Ministry of Foreign Affairs and Trade	Gender Action Plan 2021-2025	January 2021	2021-2025	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-10	Ministry of Foreign Affairs and Trade	Child & Youth Well-Being Strategic Action Plan 2021-2025	May 2021	2021-2025	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-11	Ministry of Foreign Affairs and Trade	Human Rights Strategic Action Plan for International Development Cooperation 2021-2025	October 2021	2021-2025	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-12	Ministry of Foreign Affairs and Trade	Antarctic and Southern Ocean Research Directions and Priorities 2021-2030	December 2021	2021-2030	Antarctic and Southern Ocean Science (DOS)	Jointly held between UJZ, MPI, MBIE and MFAT	N/A	https://www.mta.govt.nz/our-approach-to-aid/	-	-
GDS18-XX	Ministry of Foreign Affairs and Trade	Aotearoa New Zealand International Climate Finance Strategy - Tui te Waka a Kiwa	NK 2022	2022-2025	N/A	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	(i) Is this a GDS? (ii) Can you please fill out columns D, E, F, G, and H? (iii) Can you please provide a link to a PDF version of the strategy (if possible)?	i. No, it guides our international climate finance commitment and aims to inform decision making to achieve impact at scale, while recognising the value of community-led solutions. Athis is not a GDS we have not filled in the columns you requested.
GDS18-XX	Ministry of Foreign Affairs and Trade	Trade Recovery Strategy 2.0	NK 2022	2020-NK	Trade Recovery Strategy (2020)	N/A	N/A	https://www.mta.govt.nz/our-approach-to-aid/	(i) Is this a GDS? (ii) Can you please fill out columns D, E, F, G, and H? (iii) Can you please provide a link to a PDF version of the strategy (if possible)?	i. Yes ii. Yes iii. There is not a publicly available link of this material as a PDF. According to this part of your request it refused under section 18(e) of the OIA.



Released under the Official Information Act

Trade Recovery Strategy 2.0

The Trade Recovery Strategy 2.0 helps Aotearoa New Zealand to recover from the impacts of COVID-19, and seize new opportunities for trade and investment as we reconnect with the world.

Trade will be a key driver for overall recovery from the economic impacts of COVID-19. One in four New Zealanders' jobs are dependent on exports. Exporting firms are more productive, employ more staff and pay better wages. A strong tradeable sector can therefore help drive our economic recovery and raise living standards.

Released under the Official Information Act



Background

The government launched the Trade Recovery Strategy in June 2020 at a time when the longevity and course of the pandemic and

associated border restrictions were unknown. The Strategy sought to put Aotearoa New Zealand in the best possible position for recovery.

In 2022, with Aotearoa New Zealand's borders re-opening, the Trade Recovery Strategy 2.0 adjusts our approach to make the most of reconnecting New Zealand. From a trade, economic, education and tourism perspective New Zealand is now fully open for business. The government is focused on supporting businesses as they reconnect with partners, customers and key markets overseas.

At the same time, we recognise that export sectors and businesses have been impacted unevenly by the disruption of the pandemic and border measures, and that recovery will not be 'one size fits all.' Particular attention is needed for an inclusive recovery.

The Trade Recovery Strategy 2.0 also comes at a time of growing risk, uncertainty and pressure in the global economic and trade environment. Building agility and resilience into Aotearoa New Zealand's trade is now more important than ever.

Trade Recovery Strategy 2.0

To respond to this new reality, the government's refreshed Trade Recovery Strategy (2.0) focuses on four key areas under a 'STAR' organising framework:

- **Sustainable and inclusive trade:** fully supporting the [Trade for All agenda](#) to deliver for all New Zealanders, and contribute to addressing global challenges.
- **Trade and export lift:** lifting the capability of New Zealand's exporters, and directly supporting kiwi businesses in their markets, including through trade missions and economic diplomacy.
- **Architecture:** Free Trade Agreements, other trade agreements, and global organisations such as the World Trade Organisation provide the architecture within which businesses can trade under predictable rules. The government will continue to invest in building this architecture, both through the [negotiation of new agreements](#), and implementation of

those agreements already concluded, as well as progressing New Zealand's priorities through the World Trade Organisation, Organisation for Economic Cooperation and Development, and Asia Pacific Economic Co-operation etc.

- **Resilience:** addressing vulnerabilities exposed or exacerbated by the pandemic, and strengthening New Zealand's trade against future shocks. This includes promoting diversification of trade, mitigating supply chain pressures, and working with other cross-government economic strategies, particularly for emissions reduction.

These four areas are all inter-related and continue to be underpinned by the Trade for All agenda. They will be delivered through the coordinated action of the eleven agencies that make up the Trade Recovery Strategy interagency group:



By setting us on the right path, the Trade Recovery Strategy 2.0 also complements and supports longer-term government work programmes for economic transformation led by some of these agencies, such as:

- Emissions Reduction Plan
- Industry Transformation Plans
- New Zealand Freight and Supply Chain Strategy

Share your views

If you are a New Zealand business facing issues in your trade with overseas markets, or you have views

to share on Aotearoa New Zealand’s trade recovery, then we want to hear from you. You can get in touch through www.tradebarriers.govt.nz or by emailing us at exports@mfat.govt.nz

Released under the Official Information Act



TOP



Built with **Shorthand**

Subject: FW: 18. Ministry of Foreign Affairs and Trade - Government Department Strategies Index (our reference: OIA 2024/01)

Date: Friday, 17 May 2024 at 10:58:32 AM New Zealand Standard Time

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

To: Arne Larsen <al@mcguinnessinstitute.org>

Category: Yellow

From: [REDACTED]

Date: Thursday, 11 April 2024 at 4:42 PM

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Subject: RE: 18. Ministry of Foreign Affairs and Trade - Government Department Strategies Index (our reference: OIA 2024/01)

[UNCLASSIFIED]

Good afternoon Wendy,

Please see the answers to the additional questions you raised.

Our People Strategy: Can you provide a new MFAT website link for this strategy (the one you provided in your response appears not to be working)?

[Pages - People strategy](#)

Trade Recovery Strategy 2.0: As this strategy is not a corporate document (but just text on your website), we do not think we should treat it as a GDS. See explanation on our Working Paper 2022/01-Methodology (p. 13): 'A GDS must be a position 'statement' or a 'report' at a fixed point of time. Do you agree?

The previous Government launched the Trade Recovery Strategy (TRS) in June 2020 to help put New Zealand in the best possible position to recover from the impacts of COVID-19, and to seize new opportunities for trade and investment. At the time, the TRS was organised under 'the three R's':

- *Retooling exporter support;*
- *Reinvigorating international trade architecture; and*
- *Refreshing key trade relationships.*

The TRS outlined key deliverables for each of these areas as New Zealand sought to recover from the impacts of COVID-19.

In 2022, the Government sought to reevaluate and refresh its approach as New Zealand reopened its borders and in response to a changing geopolitical environment (epitomised by Russia's invasion of Ukraine). This TRS 'refresh' sought to organise future work under the 'STAR' framework:

- *Sustainable and inclusive trade.*
- *Trade and export lift.*
- *Architecture.*
- *Resilience:*

There were a number of specific proposals to support the four key areas of this refreshed framework. The refreshed TRS, like the original, was submitted to, and approved by Ministers. It therefore should be considered as the then-Government's trade strategy.

Aotearoa New Zealand International Climate Finance Strategy: We consider this strategy might meet the GDS criteria – see 'At a glance' here. Can you provide a pdf of the complete strategy and the following information: (i) Publication Date (ii) This GDS replaces (iii) Jointly held (iv) Transferred from etc.

Attached

- Published: August 2022
- GSD replaces: NA
- Jointly held by: NA

· Transferred from: NA

Ngā mihi

Unit Manager

Executive Services Division
New Zealand Ministry of Foreign Affairs & Trade | Manatū Aorere

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Monday, 25 March 2024 10:34 pm

To: [REDACTED]

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: 18. Ministry of Foreign Affairs and Trade - Government Department Strategies Index (our reference: OIA 2024/01)

Kia ora,

Thank you for your response to our OIA on 26 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

If you have a moment can you answer the following question:

1. *Our People Strategy*: Can you provide a new MFAT website link for this strategy (the one you provided in your response appears not to be working)?
2. *Trade Recovery Strategy 2.0*: As this strategy is not a corporate document (but just text on your website), we do not think we should treat it as a GDS. See explanation on our [Working Paper 2022/01-Methodology](#) (p. 13): 'A GDS must be a position 'statement' or a 'report' at a fixed point of time. Do you agree?
3. *Aotearoa New Zealand International Climate Finance Strategy*: We consider this strategy might meet the GDS criteria – see 'At a glance' [here](#). Can you provide a pdf of the complete strategy and the following information: (i) Publication Date (ii) This GDS replaces (iii) Jointly held (iv) Transferred from etc.

Once we have your answer to these questions, we will be back in touch with the final draft of the excel.

Best wishes,

Wendy

From: [REDACTED]
Date: 26 February 2024 at 17:14:49 NZDT
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Subject: RE: 18. Ministry of Foreign Affairs and Trade - Government Department Strategies Index (our reference: OIA 2024/01)

[UNCLASSIFIED]

Tēnā koe Wendy McGuinness,

Please see the attached letter concerning your OIA request.

Ngā mihi

Executive Services Division
New Zealand Ministry of Foreign Affairs & Trade | Manatū Aorere

195 Lambton Quay, Private Bag 18901, Wellington 5045, New Zealand

www.mfat.govt.nz | www.safetravel.govt.nz

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Sunday, 28 January 2024 3:25 PM

To: [REDACTED]

Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>

Subject: 18. Ministry of Foreign Affairs and Trade - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

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

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

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows in blue are copied directly from our *2021 GDS Index*.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website,

found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executives a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 1, 15 Allen Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

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"The information contained in this email message is intended only for the addressee and is not necessarily the official view or communication of the Ministry. It may be legally privileged. If you are not the intended recipient you must not use, disclose, copy or distribute this message or the information in it as this may be unlawful. If you have received this message in error, please email or telephone the sender immediately."



133 Molesworth Street
PO Box 5013
Wellington 6140
New Zealand
T+64 4 496 2000

27 March 2024

Wendy McGuinness

By email: wmcg@mcguinnessinstitute.org
Ref: H2024035344

Tēnā koe Wendy

Response to your request for official information

Thank you for your request under the Official Information Act 1982 (the Act) to the Ministry of Health – Manatū Hauora (the Ministry) on 28 January 2024 for information regarding the Government Department Strategies Index.

On 26 February 2024, the due date for responding to your request was extended pursuant to section 15A(1)(a) of the Act as the scope necessitates a search through a large quantity of information.

Thank you for your patience while we worked on your request:

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Please find attached completed Excel spreadsheet, addressing the above queries.

I trust this information fulfils your request. If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact the OIA Services Team on:



Under section 28(3) of the Act, you have the right to ask the Ombudsman to review any decisions made under this request. The Ombudsman may be contacted by email at: info@ombudsman.parliament.nz or by calling 0800 802 602.

Please note that this response, with your personal details removed, may be published on the Manatū Hauora website at: www.health.govt.nz/about-ministry/information-releases/responses-official-information-act-requests.

Nāku noa, nā



ive Services | Te Pou Whakaterere Kāwanatanga



Te Tūāpapa Kura Kāinga
Ministry of Housing and Urban Development

HUD2024-003699

Wendy McGuinness
McGuinness Institute Te Hononga Waka
wmcg@mcguinnessinstitute.org

Dear Wendy

Thank you for your email of 02 February 2024 requesting Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development to update you on our Government Department Strategies, under the Official Information Act 1982 (the Act).

I hope you find the attached information useful.

You have the right to seek an investigation and review of my response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website at: www.ombudsman.parliament.nz.

Yours sincerely

Manager, System Strategy
Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development



27 February 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Ref: OIA 109312

Tēnā koe Wendy

Official Information Act request: Government Department Strategies Index

Thank you for your request under the Official Information Act 1982 (the Act) on 28 January 2024 to the Ministry of Justice (the Ministry) regarding the Government Department Strategies Index (GDS Index). Specifically, you requested:

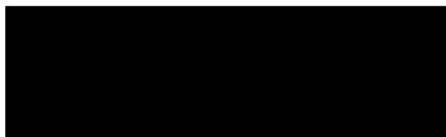
1. *“Are the existing GDSs (as at 31 December 2021) still active?”*
2. *“Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.”*
3. *“Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?”*

In response to your request, the Ministry has answered the questions in tab 21 of the Excel document you provided, with the answers attached to this letter.

Please note that this response, with your personal details removed, may be published on the Ministry website at: justice.govt.nz/about/official-information-act-requests/oia-responses

You have the right under section 28(3) of the Act to seek an investigation and review by the Ombudsman of this response. The Office of the Ombudsman may be contacted by email at info@ombudsman.parliament.nz or by phone on 0800 802 602.

Nāku noa, nā



Deputy Secretary, Strategy, Governance & Finance

Index number	Government department currently holding the GDS	Name of strategy on GDS Index	Publication Date	Duration	This GDS replaces	Jointly held with	Transferred from	Link to GDS	McGuinness Institute's comments and questions	Ministry of Justice's response
GDS21-01	Ministry of Justice	Our Māori Strategy – Te Haerenga	September 2017	2017–2022	N/A	N/A	N/A	Unable to find link	(i) This GDS appears to be no longer active as we cannot find it on your website. Can you confirm it is now archived? (ii) If yes, is it replaced? (iii) If replaced, please provide name and link of new strategy? (iv) If it has not been archived or replaced, can you provide a link to where we can find it on your website?	Te Haerenga (Māori Strategy) is no longer an active strategy and has not been replaced.
GDS21-XX	Te Puna Aonui	Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence	December 2021	25-years	N/A	Corrections, MoE, MoH, MoJ, TPK, MSD, OT, PSC?	N/A	https://tepunaaonui.govt.nz/national-strategy/	(i) Is this a GDS? (ii) Can you please fill out columns E, F, G, and H?	This strategy sits with Te Puna Aonui, an Interdepartmental Executive Board under the Public Service Act 2020. Te Puna Aonui does not believe that it fits within the criteria set by the McGuinness Institute. It is possible that their 2024/25 Business Plan will mean that it then fits within the criteria in which case they will respond to the request for updates at that point.
GDS21-XX	Ministry of Justice	Our Strategy 2023-2027	February 2023	2023-2027	Previous organisational strategy set in 2019	N/A	N/A	https://www.justice.govt.nz/about/about-us/our-strategy/	(i) Is this a GDS? (ii) Can you please fill out columns D, F, G, and H?	The document titled 'Our Strategy 2023-2027 on a page', available on the Ministry's website (https://www.justice.govt.nz/about/about-us/our-strategy/), offers a concise summary of our strategic direction and priorities up to 2027. The revised 'Statement of Intent 2023-2027' delivers detailed information on our strategy and explanations for achieving our desired outcomes over the coming four years.

RELEASED UNDER THE OFFICIAL INFORMATION ACT 1982

Subject: FW: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01) (MoJ reference: OIA 109312)
Date: Friday, 17 May 2024 at 11:02:43 AM New Zealand Standard Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>
Attachments: image002.jpg, image003.jpg

From: OIA@justice.govt.nz <OIA@justice.govt.nz>
Date: Thursday, 28 March 2024 at 9:32 AM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Subject: RE: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01) (MoJ reference: OIA 109312)

Kia ora Ms McGuinness,

I am advised that Te Aorerekura is lead by Te Puna Aonui, which is an Interdepartmental Executive Board hosted by (but not part of), the Ministry of Justice. The Ministry of Justice contributed to the development of the strategy and has actions on the action plan.

Ngā mihi,



Team Leader, Ministerial Relations and Services
Governance and Assurance
Mobile 027 2746908
jan.morison@justice.govt.nz

My employer supports flexible working. If I've sent this email outside standard business hours, please know that I have no expectation of receiving a reply from you other than within your convenience.

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Wednesday, 27 March 2024 1:37 pm
To: [Redacted]
Subject: Re: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01) (MoJ reference: OIA 109312)

Hi Jan,

I was just wanting to check if *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence*, was jointly-held with MoJ?

I can have another detailed look at *Our Strategy 2023-2027*, after Easter, so please ignore this one in the meantime.

Thanks Wendy

From: [Redacted]
Date: Tuesday, 26 March 2024 at 9:53 AM

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Subject: RE: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01) (MoJ reference: OIA 109312)

Kia ora Ms McGuinness,

Thank you for this email. Can you please advise which next steps you require of the Ministry of Justice, as it is unclear what you would like us to do for you.

Many thanks

Ngā mihi,




Team Leader, Ministerial Relations and Services
Governance and Assurance
Mobile 027 2746908


My employer supports flexible working. If I've sent this email outside standard business hours, please know that I have no expectation of receiving a reply from you other than within your convenience.

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Tuesday, 26 March 2024 12:23 am

To: 

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: Re: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01) (MoJ reference: OIA 109312)

Hi again,

Our Strategy 2023-2027

Based on your response, we do not think this strategy meets criteria 3 or 7 of our GDS definition: (3). be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose), and (7). not be a statement of intent or annual report.

Thanks for letting us know.

Best wishes, Wendy

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Date: Monday, 25 March 2024 at 11:32 PM

To: 

Cc: Dana King <dk@mcguinnessinstitute.org>

Subject: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01) (MoJ reference: OIA 109312)

Kia ora,

Thank you for your response to our OIA on 27 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date) In the

We are currently waiting for responses from the departments (our exchange with Corrections was), in the meantime we have started the verification process.

We just have a quick question:

We note that the *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence*, forms part of the work of Te Puna Aonui. We understand the Joint Venture was formed to improve the whole-of-government approach to family Violence and sexual violence. The eight departments involved are: Corrections (3), MoE (17), MoH (19), MoJ (21), TPK (22), MSD (23), OT (27) and PSC (28). Our view is that these are jointly held by the departments, do you agree?

Once we have all the responses in, we will be back in touch with the final draft of the excel.

Best wishes,

Wendy

From: [REDACTED]

Date: 27 February 2024 at 16:29:58 NZDT

To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Subject: Response to your request: OIA 109312

Tēnā koe Wendy,

Please find attached Ministry's response to your Official Information Act request received on 28 January 2024. As the response is in a PDF format, we have also attached the excel sheet as per your preference, however this is conditional that you do not change or alter the source data.

Ngā mihi,

Ministerial Relations and Services

Governance and Assurance

DX Box SX 10088 | Wellington

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>

Sent: Sunday, 28 January 2024 1:44 pm

To: [REDACTED]

Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>

Subject: 21. Ministry of Justice - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department’s thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?

2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows in blue are copied directly from our *2021 GDS Index*.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Nāā mihi

ing a mmm,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 1, 15 Allen Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

Disclaimer: This email is intended only to be read or used by the addressee. It is confidential and may contain legally privileged information. If you are not the addressee indicated in this message (or responsible for delivery of the message to such person), you may not copy or deliver this message to anyone, and you should destroy this message and kindly notify the sender by reply email. Confidentiality and legal privilege are not waived or lost by reason of mistaken delivery to you.

[16/02/2024]

File Ref: OIA 48116

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

Official Information Act request

Thank you for your information request dated 28 January 2024. You asked for the following information:

“The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)”?*

Your request has been considered in accordance with the Official Information Act 1982 (the Act).

Four Strategies have been identified in scope of your request. Answers to the questions above that relate to these documents have been provided as Attachment 1, in your ‘Draft Master Excel Version 147’ template as requested.

I trust my response satisfies your request.

You have the right to seek an investigation and review by the Ombudsman of this response. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that Te Puni Kōkiri publishes some of its OIA responses on its website, after the response is sent to the requester. The responses published are those that are considered to have a high level of public interest. We will not publish your name, address or contact details.



Te Puni Kōkiri

MINISTRY OF MĀORI DEVELOPMENT

If you wish to discuss any aspect of your request with us, including this decision, please feel free to contact us at oiia@tpk.govt.nz.

Ngā mihi



Hautū, Te Puni Whakahaere Tikanga | Deputy Secretary, Strategy, Finance and Performance

Subject: FW: 22. Ministry of Māori Development—Te Puni Kōkiri - Government Department Strategies Index (our reference: OIA 2024/01) (TPK reference: 48116)
Date: Friday, 17 May 2024 at 10:59:07 AM New Zealand Standard Time
From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
To: Arne Larsen <al@mcguinnessinstitute.org>
Attachments: image001.png, image002.png, image003.png, image004.png

From: [REDACTED]
Date: Thursday, 11 April 2024 at 2:25 PM
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: Dana King <dk@mcguinnessinstitute.org>, Mailbox - OIA <OIA@tpk.govt.nz>
Subject: RE: 22. Ministry of Māori Development—Te Puni Kōkiri - Government Department Strategies Index (our reference: OIA 2024/01) (TPK reference: 48116)

Tēnā koe Wendy

Thank you for your reply email.

In response to your first question, can confirm that the responsibility for this strategy is jointly held by the departments involved.

In regards to your second question, we are hoping to seek clarification please to assist us in responding. We can confirm that the *MAIHI Ka Ora – The National Māori Housing Strategy 2021-2051* and *MAIHI Ka Ora – The National Māori Housing Strategy* are the same strategy (and it did not replace a strategy). Can you please clarify what you are referring to when you talk about the content being the same but the design has changed?

We want to ensure we are providing you with the information you need to finalise the lists of GDSs so any clarification you can provide us in regards to your second question would be appreciated.

Ngā mihi

Ministerial Services | Te Toko Minita
National Office



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand
PO Box 3943, Wellington 6140, New Zealand



[Te Puni Kōkiri Website](#)



[Kōkiri Magazine](#)



[Facebook](#)

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Monday, March 25, 2024 11:08 PM
To: [REDACTED]
Cc: Dana King <dk@mcguinnessinstitute.org>
Subject: 22. Ministry of Māori Development—Te Puni Kōkiri - Government Department Strategies Index (our reference: OIA 2024/01) (TPK reference: 48116)

You don't often get email from wmcg@mcguinnessinstitute.org. [Learn why this is important](#)

Kia ora,

The Institute would like to thank you for your response to our OIA on 16 February 2024.

We are currently waiting for responses from two departments (both extended their OIA due date). In the meantime we have started the verification process.

We just have a few questions:

1. We note that the *Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence*, forms part of the work of Te Puna Aonui. We understand the Joint Venture was formed to improve the whole-of-government approach to family Violence and sexual violence. The eight departments involved are: Corrections (3), MoE (17), MoH (19), MoJ (21), TPK (22), MSD (23), OT (27) and PSC (28). Our view is that these are jointly held by the departments, do you agree?
2. *MAIHI Ka Ora – The National Māori Housing Strategy 2021–2051*: We apologise for the confusion. We will use the MAIHI Ka Ora – The National Māori Housing Strategy (found on your website [here](#)). Our understanding is the content is the same but the design has changed. Can you confirm our understanding is correct?

Once we have all the responses in, we will be back in touch with the final draft of the excel.

If we have any further questions or comments we will be in touch.

Best wishes,

Wendy

From: [REDACTED]
Date: 16 February 2024 at 14:28:43 NZDT
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Cc: [REDACTED]
Subject: OIA 48116 Letter of Response Request for Government Department Strategies Index – updating the GDS Index to 31 December 2023

Tēnā koe Wendy

Please find attached the response to your information request.

Ngā mihi

Ministerial Services | Te Toko Minita
National Office

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand
PO Box 3943, Wellington 6140, New Zealand

[Te Puni Kōkiri Website](#)

[Facebook](#)

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Sunday, January 28, 2024 1:46 PM
To: [REDACTED]
Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>
Subject: 22. Ministry of Māori Development—Te Puni Kōkiri - Government Department Strategies Index (our reference: OIA 2024/01)

You don't often get email from wmcg@mcguinnessinstitute.org. [Learn why this is important](#)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed [here](#). For the purposes of the *GDS Index*, a ‘government department strategy’ must have all seven elements:

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4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department’s thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies,

due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active?
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3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows in blue are copied directly from our 2021 GDS Index.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next Steps

We aim to send all chief executive a complimentary copy of (i) our 2021 GDS Index (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped*

the history of Aotearoa New Zealand (5th Edition). A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires [or](#) Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

McGuinness Institute Te Hononga Waka

Level 1, 15 Allen Street, Wellington 6011 | PO Box 24-222 Wellington 6142

+64 4 499 8888 | www.mcguinnessinstitute.org

The McGuinness Institute is a non-partisan think tank working towards a sustainable future, contributing strategic foresight through evidence-based research and policy analysis.

Disclaimer: This email is intended only to be read or used by the addressee. It is confidential and may contain legally privileged information. If you are not the addressee indicated in this message (or responsible for delivery of the message to such person), you may not copy or deliver this message to anyone, and you should destroy this message and kindly notify the sender by reply email. Confidentiality and legal privilege are not waived or lost by reason of mistaken delivery to you.



26 February 2024

Tēnā koe Wendy McGuinness

Official Information Act request

Thank you for your email of 28 January 2024, requesting information about Government Department Strategies (GDSs).

I have considered your request under the Official Information Act 1982 (the Act).

Please find the Ministry's response to your queries in the attached Excel spreadsheet.

I will be publishing this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact

[REDACTED]

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui

pp.

[REDACTED]

[REDACTED]
**General Manager
Ministerial and Executive Services**

OC240063

14 February 2024

Wendy McGuinness
McGuinness Institute Te Hononga Waka
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy,

I refer to your email dated 28 January 2024, requesting the following under the Official Information Act 1982 (the Act):

“The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?”*

As requested, we have updated an excel file provided by you. You will note that we have two new strategies that fall within the scope of your question number 2.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman’s website www.ombudsman.parliament.nz

The Ministry publishes our Official Information Act responses and the information contained in our reply to you may be published on the Ministry website. Before publishing we will remove any personal or identifiable information.

Nāku noa, nā



Acting Manager, Accountability and Correspondence

Subject: RE: 25. New Zealand Customs Service - Government Department Strategies Index (our reference: OIA 2024/01)
Date: Tuesday, 27 February 2024 at 1:00:39 PM New Zealand Daylight Time
From: [REDACTED]
To: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
CC: Arne Larsen <al@mcguinnessinstitute.org>, Eilish Cartysquires <ec@mcguinnessinstitute.org>, OIA <OIA@customs.govt.nz>
Category: Green
Attachments: 20240226 Draft Master Excel Version - Customs Updated.xlsx

Kia ora Wendy

Please note Customs response below to the three questions asked, and in the attached updated Excel Spreadsheet.

1. Are the existing GDSs (as at 31 December 2021) still active? - *Yes*
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached. - *No*
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)? *No*

Ngā mihi

[REDACTED], Correspondence, Reviews and Ministerial Servicing - Pou
Whakahaere Arotake Whakawhitiwhiti, Take Minita
International and Governance | New Zealand Customs Service | PO Box 2218, Wellington
6140 |

From: Wendy McGuinness <wmcg@mcguinnessinstitute.org>
Sent: Sunday, January 28, 2024 2:25 PM
To: [REDACTED]
Cc: Arne Larsen <al@mcguinnessinstitute.org>; Eilish Cartysquires <ec@mcguinnessinstitute.org>
Subject: 25. New Zealand Customs Service - Government Department Strategies Index (our reference: OIA 2024/01)

Tēnā koe,

Government Department Strategies Index (GDS Index) – updating the GDS Index to 31 December 2023 (our reference: OIA 2024/01)

Happy new year.

Every few years the Institute identifies and assesses GDSs in operation against a transparency scorecard. GDSs drive and shape public policy and act as a key instrument for Ministers (and therefore officials) to bring about change. For this reason we are keen to understand, analyse and report on any changes in strategic direction and any improvements in the level of transparency in existing strategy documents. The Institute believes better transparency will lead to better trust in government.

Background

In June 2022, the Institute published the *2021 Government Department Strategies Index Handbook – He Puna Rautaki*. It listed and scored every GDS in operation as at 31 December 2021. The Institute is interested in understanding how Government Department Strategies (GDSs) operate individually and collectively to effect change. The *GDS Index* website can be viewed here. For the purposes of the *GDS Index* a 'government department strategy' must have

all seven elements:

1. be a publicly available document accessible on a government department website,
2. be public-facing, therefore excluding a strategy only made public as the result of an OIA request,
3. be strategic, containing long-term thinking and setting out both the means (how) and the ends (the purpose),
4. be produced by a government department, therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper),
5. be national rather than local in focus, therefore excluding regional strategies,
6. guide the department's thinking and operations over two years or more, and
7. not be a statement of intent or annual report.

In 2024, the Institute aims to update our records to 31 December 2023, by adding all newly published GDSs and archiving all GDSs no longer in operation. 2024 is a particularly important year for strategies, due to the change in strategic direction (as a result of the election) and the urgent need to respond to climate change.

OIA questions

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

1. Are the existing GDSs (as at 31 December 2021) still active? - *Yes*
2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached. - *No*
3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)? *No*

About the Draft Master Excel

- Each department has its own sheet.
- Each row represents one GDS.
- The rows in blue are copied directly from our 2021 GDS Index.
- The rows in green represent potential GDSs that my team has found by reviewing your departments website.
- The cells in yellow indicate specific questions (see Column J: McGuinness Institute's comments and questions). Your responses should go into Column K (coloured orange). The Institute holds a 'Draft Master Excel, Version 1 (dated 29 January 2024)', which contains all the sheets. The 'Draft Master Excel' can be found on the Institute's website [here](#) and will be updated so that you can see the changes as they come in so that you have the latest list. However, the correspondence between the Institute and the departments will not appear on the 'Draft Master Excel'. We have made the summarised 'Draft Master Excel' accessible so you can check for shared GDSs, held by more than one department. We have found a few of these in our initial scoping exercise, and these have been included in your departments Excel (if they exist). Our view is that GDSs signed off by one of the six interdepartmental boards (as per Schedule 2 of the Public Service Act 2020), should by their very nature, be treated as 'jointly held'. Note: This issue became apparent to us when we found [Te Aorerekura – National Strategy to Eliminate Family Violence and Sexual Violence](#). This GDS was signed off by the Executive Board for the Elimination of Family Violence and Sexual Violence; which includes Department of Corrections, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Māori Development—Te Puni Kōkiri, Ministry of Social Development, New Zealand Police, Oranga Tamariki—Ministry for Children and Public Service Commission. We have excluded the four associated agency's listed on the Te Puna Aonui website, found [here](#). However, for the purposes of the 'Draft Master Excel', we have treated the eight departments (that form part of the executive board) as 'jointly holding' the GDS (with the exception of New Zealand Police, as they are not a department). If you disagree with this treatment, please let us know.

Next steps

We aim to send all chief executives a complimentary copy of (i) our *2021 GDS Index* (so you have a hard copy for your records) and (ii) our signature book *Nation Dates: Timelines of significant events that have shaped the history of Aotearoa New Zealand (5th Edition)*. A copy of *Nation Dates* was sent to all MPs just before the summer break.

We will alert Ministers by email that we are in the process of creating a *2023 GDS Index* and that they can find the latest 'Draft Master Excel' (Version 1, dated 29 January 2024) on our website. We have no doubt officials will have let Ministers know of the GDSs under their departments control, but they might not have a complete list of all GDSs potentially in existence as at 31 December 2023.

If you have any questions, please do not hesitate to contact me. If I am not available, please feel free to also contact Eilish Cartysquires or Arne Larsen (copied in).

Wishing you all the best for 2024.

Ngā mihi,

Wendy McGuinness

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The information contained in this email is intended for the addressees and is not necessarily the official view or communication of the New Zealand Customs Service.

This email may contain information that is confidential or legally privileged. If you received this in error, please:

- a. Reply promptly to that effect, remove this email and any replies from your system.
- b. Do not act on this email in any other way.



21 March 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy

Thank you for your email of 28 January 2024 to Oranga Tamariki—Ministry for Children (Oranga Tamariki), requesting information under the Official Information Act 1982 (the Act).

You have asked:

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my team. Our preference is that you answer the questions in the Excel, and email the Excel back to us.

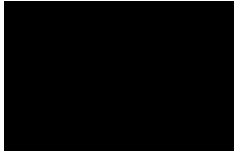
- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

As requested, attached is the completed Excel spreadsheet containing the information you have requested regarding Oranga Tamariki Government Development Strategies (GDS). The information provided updates you on the current active and archived GDSs. We have noted the responsible agencies to contact as some of the strategies are no longer led by Oranga Tamariki.

IN-CONFIDENCE

I trust you find this information useful. Should you have any concerns with this response, I would encourage you to raise them with Oranga Tamariki. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Information about this is available at www.ombudsman.parliament.nz or by contacting them on 0800 802 602.

Nāku noa, nā



Deputy Chief Executive, System Leadership



Te Kawa Mataaho

Public Service Commission

8 February 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Dear Wendy

Official Information Request Our Ref: OIA 2023-0338

I refer to your official information request dated 28 January 2024 where you have asked questions in relation to Te Kawa Mataaho Public Service Commission's Government Department Strategies (GDS).

Information being released

For ease of reference, we have listed each of your questions with our response directly below. As requested, we have also provided you with our answers in the excel spreadsheet you provided us.

1. Are the existing GDSs (as at 31 December 2021) still active?

Please find listed in the table below, Te Kawa Mataaho Public Service Commission's (the Commission's) active GDSs:

Government Department holding GDS	Name of Strategy on GDS Index	Publication on date	Duration	Link to GDS
Public Service Commission	The Leadership Strategy for New Zealand's Public Service	July 2023		https://www.publicservice.govt.nz/assets/DirectoryFile/The-Leadership-Strategy-for-New-Zealands-Public-Service-July-2023.pdf
Public Service Commission	Open Government Partnership: New Zealand's Fourth National Action Plan	December 2022	2 years	Fourth National Action Plan Open Government Partnership (ogp.org.nz)
Public Service Commission	Kia Toipoto – Public Service Action Plan 2021–2024	November 2021	2021-2024	https://www.publicservice.govt.nz/system/public-service-people/pay-gaps-and-pay-equity/kia-toipoto/

2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached

There are no GDSs missing from the spreadsheet you provided.

3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

The following two GDSs have been archived and replaced.

Name of GDS archived	Name of replacement GDS
Leadership Strategy for the State Services	The Leadership Strategy for New Zealand's Public Service
Open Government Partnership: National Action Plan 2016-18	Open Government Partnership: New Zealand's Fourth National Action Plan

In addition to your above questions, you had the below GDS listed as being owned by the Commission, however this would not fall under the Commission and would fall under the Executive Board for the Elimination of Family Violence and Sexual Violence which is chaired by Mr Andrew Kibblewhite.

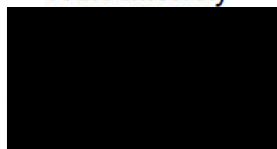
- Te Aorerekura: National Strategy to Eliminate Family Violence and Sexual Violence

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Te Kawa Mataaho Public Service Commission's website.

Yours sincerely



**Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission**



20 February 2024

McGuinness Institute

By email to: wmcg@mcguinnessinstitute.org

Attention: Wendy McGuinness

Request for information - Government Department Strategies Index (CON0012749)

We refer to your email dated 28 January 2024 in which you advised that the McGuinness Institute has published a 'Government Department Strategies Index' listing NZ government department strategies (GDS's) in operation as at 31 December 2021. For the purposes of a 2024 update, you have asked us to review the Index record in relation to the Serious Fraud Office (**SFO**) and advise any new strategies, or any existing strategies that are no longer in operation.

In particular you requested the following information:

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? (If yes please add to the Excel document attached.)*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

We have considered your request under the Official Information Act 1982 (**OIA**).

Decision and response

For the purposes of our review, you advised that the Institute has defined a GDS for the purpose of the Index as:

- A publicly available document accessible on [our] website;
- Public-facing - therefore excluding a strategy only made public as the result of an OIA request;
- Strategic - containing long-term thinking and setting out both the means (how) and the ends (the purpose);
- Produced by [the SFO], therefore excluding situations where a strategy is written or published by another party (e.g. a Cabinet paper);
- National rather than local in focus, therefore excluding regional strategies;

- A guide to the [SFO's] thinking and operations over two years or more, and
- Not a statement of intent or annual report.

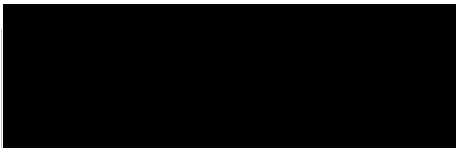
To answer your questions:

1. The Index does not list any existing GDS for the SFO, so there are none to confirm as being active or archived.
2. We have not issued any new strategies which meet your definition above.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that it is our policy to proactively release our responses to official information requests where there is a broader public interest. Our response to your request may be published at sfo.govt.nz, with any personal information removed.

Nāku noa, nā | Yours sincerely



Deputy Chief Executive Legal and Corporate and Chief Legal Advisor
Serious Fraud Office | Te Tari Hara Tāware

26 February 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Tēnā koe Wendy,

Official Information Act (OIA) request: Government Department Strategies Index – updating the GDS Index to 31 December 2023

On 28 January 2024, you contacted Stats NZ, requesting, under the Official Information Act 1982 (the Act) the following information:

The purpose of this OIA is to create an accurate list of GDSs in operation as at 31 December 2023. In order to achieve this, we would like to ask you the following three questions summarised below, but specified in more detail in the Excel attached. The Excel notes by row, (i) all existing GDSs in 31 December 2021 (in blue) or (ii) possible GDSs (in green), found by my Team. Our preference is that you answer the questions in the Excel, and email the Excel back to us:

- 1. Are the existing GDSs (as at 31 December 2021) still active*
- 2. Are there any GDSs that are missing from the attached document? If yes, please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

For ease of reference, please see the answers to each of your questions as shown below:

1. Are the existing GDSs (as at 31 December 2021) still active?

Answer: Yes

2. Are there any GDSs that are missing from the attached document? (If yes, please add to the Excel document attached)

Answer: No

3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?

Answer: No

The Excel sheet you have asked us to complete is appended to this response. We note that you have no questions for us to answer on the excel sheet at this point. In saying that, please feel free to let us know if we can assist you with any further information.

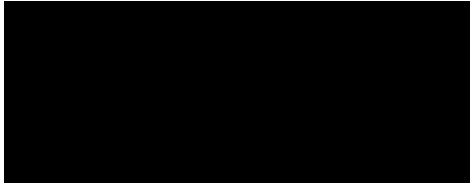
Should you wish to discuss this response with us, please feel free to contact Stats NZ at:



If you are not satisfied with this response, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

It is Stats NZ's policy to proactively release its responses to official information requests where possible. This letter, with your personal details removed, will be published on the Stats NZ website. Publishing responses creates greater openness and transparency of government decision-making and helps better inform public understanding of the reasons for decisions.

Nāku noa, nā



Senior Manager – Executive & Government Relations | Office of the Chief Executive
Stats NZ Tatauranga Aotearoa
stats.govt.nz



Reference: 20240065

26 February 2024

Wendy McGuinness
wmcg@mcguinnessinstitute.org

Dear Wendy

Thank you for your Official Information Act request, received on 29 January 2024. You requested:

- 1. Are the existing GDSs (as at 31 December 2021) still active?*
- 2. Are there any GDSs that are missing from the attached document? If yes please add to the Excel document attached.*
- 3. Are there any GDSs that are included in the attached document that have been recently archived (and therefore need to be removed from our list)?*

Information being released

Please refer to the attached spreadsheet

This reply addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my decision.

Yours sincerely


Manager, Governance and Accountability