Working Paper 2022/01

Methodology

for the 2021 Government
Department Strategies Index

MCGUINNESS INSTITUTE
TE HONONGA WAKA

01

Contents

List of Tables

List of Figures

List of Worksheets

List of Appendices

Preface

Working Paper 2022/01 – Methodology for the 2018 Government Department Strategies Index explains the process that resulted in 221 operational government department strategies (GDSs) being identified and analysed.

The *GDS Index Handbook* provides a high-level overview of this research. It is titled *2021 Government Department Strategies Handbook – He Puna Rautaki*. Its Māori name means the spring of profound strategic thinking. The *Handbook*'s purpose is twofold. First, it aims to encourage government departments to look beyond their strategies to guide them towards integration and connectedness, and to ultimately increase the usability and transparency of GDS documents. Second, it is intended to make GDSs more accessible to the public, empowering citizens to work with government to achieve shared goals, to improve public trust and to enable citizens to evaluate and critique a strategy's effectiveness.

As a GDS is designed to manage significant issues of its day, a list of GDSs since 1994 provides an historical map of emerging or ongoing issues. This history is often lost due to the machinery of government. Once a GDS is no longer operational, it tends to be removed from websites and therefore lost in terms of lessons learned and insights gained.

To help build coordination across the public service and learn lessons from past strategies, we would like to see the Public Service Commission (PSC) maintain a public register of all operational and non-operational GDSs as at the end of every calendar year, and require all operational GDSs to be listed on a department's annual report.

We also suggest that the PSC consider creating a guide for government departments on how to prepare, write and publish GDSs.

We hope this work contributes to improving strategic thinking across government and improving the public's interest in the work of public servants. As with any research, thanks must go to those who contributed. Thank you to government department officials for their assistance, patience and interest in our work and the team at the Institute for their hard work and persistence.

Wendy McGuinness
Chief Executive
McGuinness Institute

1.0   Introduction

This paper briefly explains why the Institute produces and publishes a *GDS Index* and how, in detail, the 2021 *GDS Index* was created.

1.1   Purpose

Three objectives underpin the Institute's research.

The purpose of the *GDS Index* is to:

1.   maintain a public record of strategic documents published by government departments over time;

2.   provide feedback on strategic documents (ideally to help improve the quality of such documents going forward); and

3.   showcase a process for self-improvement – for example, the *GDS Index* could be something that the public service actively manages, a public register of strategy documents that is easy for Ministers, officials and citizens to access and assess.

The key research question underlying the *GDS Index* is: Does the document contain sufficient information for an independent reader to assess the quality of the strategy? Importantly, the *Index* does not review the quality of the strategy.

Table 2 sets out the key publications that were published as a direct result of this methodology being implemented.

Table 1: The 2021 GDS Index publications

Title in 2021 GDS series	Type of publication	Title of publication
2021 *GDS Index* Handbook	*GDS Index* Handbook	*2021 Government Department Strategies Index Handbook – He Puna Rautaki*
Methodology	Working Paper	*Working Paper 2022/01 – Methodology for the 2021 Government Department Strategies Index* (this document)
Lists of GDSs	Working Paper	*Working Paper 2022/02 – Complete Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*
Scoring	Working Paper	*Working Paper 2022/03 – Scoring Tables Collating and Ranking Government Department Strategies in Operation as at 31 December 2021*
Analysis	Working Paper	*Working Paper 2022/04 – Analysis of Government Department Strategies Between 1 July 1994 and 31 December 2021*
Best Practice	Working Paper	*Working Paper 2022/05 – Best Practice: Guidance for Policy Analysts Preparing Government Department Strategy Documents*
Strategy Maps	Working Paper	*Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps found in Government Department Strategies in Operation as at 31 December 2021*
Analysis of Climate Change	Working Paper	*Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021*
Analysis of Poverty	Working Paper	*Working Paper 2022/08 – Analysis of Poverty in Government Department Strategies as at 31 December 2021*
Slideshare	2021 Overview	*Presentation slides from the 2021 GDS Index launch*

1.2   Background

Effective strategy helps government departments solve challenging problems, which is why GDSs are such important instruments for managing the long-term interests of New Zealanders. Despite this, no government institution regularly reviews GDS content. There is no register of which GDSs are operational, and no guidelines suggesting how a GDS should be written. GDSs are not required to be dated or signed by anyone, nor do they need to include information about their expected duration or when or if a review will be undertaken. There is no institution that the public can engage with in order to discuss the content of a GDS or complain about a department failing to engage with stakeholders. There is also no central register that collates each GDS onto a single platform, which would enable strategies to be seen together, allowing interested parties to identify where repetition or synergies might exist or strategic gaps might lie. As a result, this important policy instrument has few feedback loops, little transparency and minimal accountability.

This is surprising for five reasons:

1. When analysing the data on the creation of GDSs over the last 28 years, it is evident that GDSs are increasingly becoming an important policy instrument to bring about change. Every year they are increasing; there were 221 operational GDSs as at 31 December 2021.

2. GDSs are expensive to generate, often requiring external expertise and public consultation.

3. GDSs often drive change over long periods. Sometimes they (and their visions) persist through successive governments.

4. GDSs are public documents. Not only do they provide a window into the working of government, but they also build on the thinking of the public through public engagement. The GDS drafting process is an opportunity to crowd-source ideas, generate consensus and collaborate with the wider community (including businesses, philanthropists and councils).

5. GDSs are critical instruments able to bring about change. They track and describe the means to desired end/s. However, if there is no due diligence as to the content, structure and review of GDSs, they may in fact operate solely as blunt instruments – delivering more harm to the public than good.

1.3 The important link between purpose and strategy

Figure 1 sets out how the Institute sees the link between an aspirational statement and an operational statement. The most important of these is the link between the purpose statement and the strategy statement. The link between the two should be clear, logical and aligned. Within each GDS, departments should answer the 'what question' (what it wants) and the 'how question' (how it might be achieved).

A glossary of key terms is provided on page 22.

Figure 1: Link between aspirational statements and operational statements
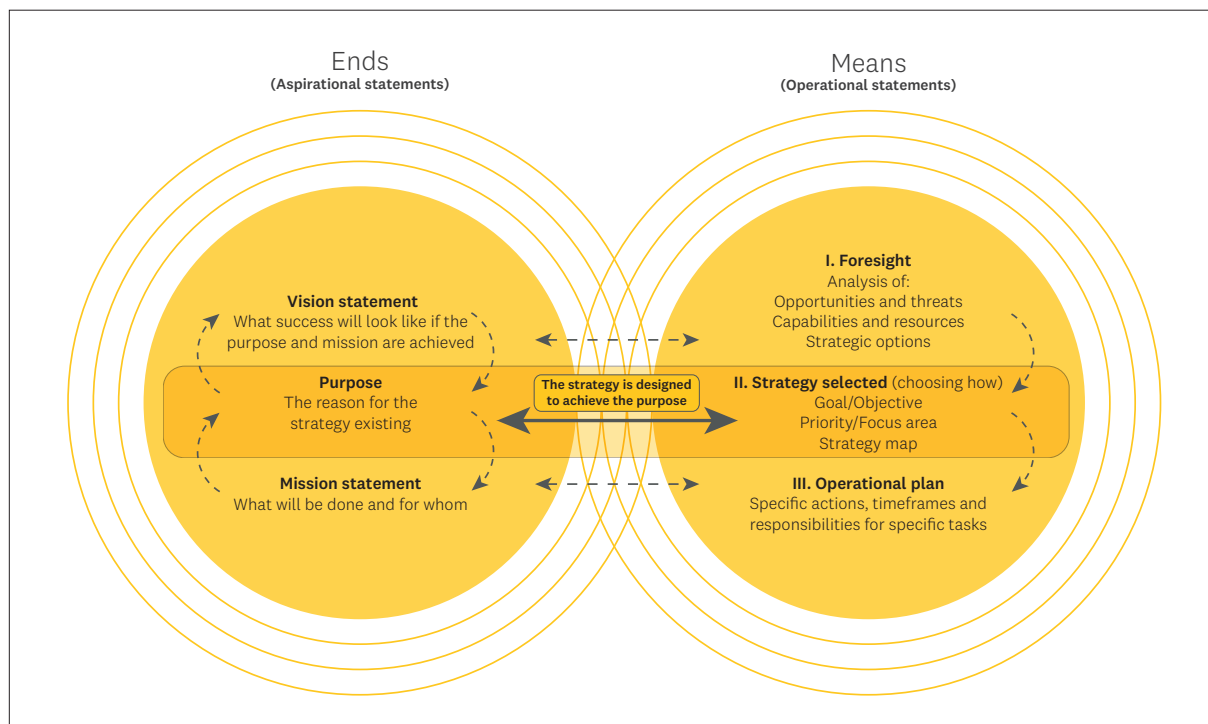
Aspirational statements
Refers to statements that are future focused. Common aspirational statements are vision, values, purpose and mission statements. Although these terms have slightly different meanings, they are often used interchangeably.

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

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

Strategy statement (the means)
Refers to the 'means' to an end. The approach is unique to a department and indicates how the department has chosen to adopt to bring about change. It describes the choices made.

2.0 Methodology

2.1 Previous data sets

Given the McGuinness Institute's focus on New Zealand's long-term future, government department strategies help to shape our thinking and influence several of our projects. The *GDS Index*, as part of *Project StrategyNZ*, provides a foundation for future Institute research into external reporting strategy, specifically including climate change reporting and climate change strategy (encompassed by the projects *ReportingNZ* and *ClimateChangeNZ*).

The Institute has a number of initiatives focused on strategy.[1] The Institute supports consideration of the development of a nationally integrated strategy for New Zealand which would anchor and align government department strategies.

GDS data collection has been undertaken five times (in 2014, 2015, 2018, 2020 and 2021). Table 1 below provides a comprehensive list of all GDS data sets generated to date.

Table 2: GDS Index data sets over time

GDS data set	GDSs in operation	GDSs archived	GDSs since 1 July 1994	GDSs in operation as a percentage of all GDSs since 1 July 1994
GDSs as at 30 June 2014	136	154	290	46.9%
GDSs as at 30 June 2015	134	168	302	44.4%
GDSs as at 31 December 2018	148	265	413	35.8%
GDSs as at 31 December 2020	199	288	487	40.9%
GDSs as at 31 December 2021	221	327	548	40.3%

Over time, the methodology and analysis of the *GDS Index*[2] have been further developed and refined. This is the third time the *Methodology* has been published. A complete list of publications can be found in Appendix 3.

Figure 2, overleaf, sets out the process applied to generate the *Index*.

Figure 2: The 2021 GDS Index process

Publications	The process	Stages of the process

WP 2022/01:
Methodology for the 2021 *Government Department Strategies Index* (this paper)

Latest list of GDSs
(Note: See *Working Paper 2021/02*)

1. Collection

OIA schedule
(Note: An OIA schedule combines all correspondence with government departments. It is published on the McGuinness Institute website.)

OIA requests are made to each government department between Dec 2021 and Apr 2022, requesting any GDSs they hold.
(See Worksheet 1.)

Question 1:
Does the document meet the Institute's definition of a GDS?
(See Section 2.2)

Yes [59 accepted]   No [32 excluded] (see Appendix 1)

Question 2:
Is the GDS operational?
(See Section 2.2)

Yes [52 accepted and operational]

No [7 accepted and archived]#

#This includes GDSs that were previously missed but are no longer operational.

2. Identification and verification

WP 2022/02:
List of Government Department Strategies as at 31 December 2021

GDSs in operation [221]
(See table of GDSs in operation on the McGuinness Institute website)

[32 archived]

Archived GDSs
(See table of archived GDSs on the McGuinness Institute website)

3. Scoring against the Scorecard

WP 2022/03:
Scoring Tables: Collating and Ranking Government Department Strategies in Operation as at 31 December 2021

(i) Each GDS is assessed against the Scorecard (see Section 3.0 and Worksheets 2–4).

(ii) Each GDS is reviewed to find an excerpt of the vision statement (the ends) and a concise summary of the strategic approach (the means) is prepared, ready for inserting into the *Handbook*.

(iii) Other key data is collected on each GDS:
– Relevant sector (see Worksheet 5)
– Publication date
– Duration
– Number of pages
– Who has signed the GDS
– Predecessor (an old GDS that has since been replaced)
– Jointly held
– Transferred (the GDS was moved from another department)
– Strategy maps (if one exists, page number)
– Legislation (is the GDS required under law to be produced? If yes, under what Act? See Worksheet 7.)

4. Other key data

WP 2022/04:
Analysis of Government Department Strategies Between July 1994 and 31 December 2021

WP 2022/05:
Best Practice: Guidance for Policy Analysts Preparing Government Department Strategy Documents

The key research questions are:
– How is this latest 2021 *GDS Index* different from previous Indexes?
– What is new in terms of best practice examples?

5. Analysis and reporting

2.2 Does the document meet the Institute's definition of a GDS?

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

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

A document can be excluded if it does not meet the definition of a GDS (see above). This is done through correspondence with the relevant department where we explain why it does not meet the definition. We have included plans as a strategy if it contains the vision and the actions in one document. Question 1 below explains the process for excluding a GDS and gives some examples. See Appendix 1 for the full list of rejects from the 2021 *GDS Index*.

Technical questions with practical examples

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

Before accepting a document as a new operational GDS, its publication and operational dates are checked to ensure they align with the year for which the analysis is carried out. For example, a new GDS published in January 2022 will be excluded from the 2021 *GDS Index* as it is past the cut-off date for this particular *GDS Index* update. When assessing GDSs the Institute came across some documents that appeared to be GDSs but did not meet the definition. An example of this is Statistics New Zealand's *Stats NZ Refreshed Strategy*. This GDS did not meet element 1 of the definition as it is not 'a publicly available statement or report (i.e. was intended to be public-facing. This means we exclude strategies made public through an OIA request)'. It was evident that this GDS was released through an OIA request, and was not designed by the department to be public-facing. If it is unclear whether a document is a GDS (as defined by the Institute), it is placed in a separate folder for further review. If a document is deemed not to be a GDS, an explanation is provided to the respective government department via email and has been included on the Institute's OIA correspondence schedule, which can be found on the Institute's website.

Documents that are required to be produced every year are also not included in the McGuinness Institute's GDS definition. An example of these are the 'regulatory stewardship' documents, which are required to be produced by seven key regulatory departments as a result of the government's expectation that departments will 'maintain and publish up-to-date information about their regulatory decision-making processes, including timelines and the information or principles that inform their regulatory decisions'.[3] These documents are required to be produced annually, so are not classified as a GDS as they do not meet the requirements of element 6 of the definition (guiding a department's work programme to achieve change over two or more years). Other documents that are not included as GDSs include national policy statements, statements of intent, performance improvement framework reviews (PIFs), briefings to the incoming Minister (BIMs) and long-term insights briefings (LTIBs).

2. What happens when a department is disestablished?

Note that the department was disestablished. Ensure that none of its GDSs have been passed on to another department. An example of this is the Canterbury Earthquake Restoration Authority (CERA). CERA was disestablished on 18 April 2016 and therefore is excluded from our analysis.[4] When this agency was disestablished its GDSs were not transferred to any other agency.

3. What happens when a new department is established between *GDS Index* updates?

Add this department into the analysis. For example, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency was established by the State Sector Order 2017 (Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency) on 11 December 2017, and therefore qualified for the 2018 *GDS Index* and the subsequent 2021 *GDS Index*.

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

If a government department publishes two GDSs in one PDF document but indicates in their OIA response that these are two distinct GDSs, they are treated as two separate GDSs. These GDSs may have been combined in one PDF as they are part of the same work programme, or for another reason unknown to the Institute. An example of this appeared in 2014 when MBIE specified in their response table that there were two GDS documents in their table, but in their attachments these two documents were combined into one PDF. These documents were: *Energy Strategy* (2011) and *Energy Efficiency and Conservation Strategy 2011–2016* (2011), and as stated, these have been analysed as two separate GDSs.

5. How are Excel worksheets and hard copy folders of departments ordered?

These are ordered alphabetically, following the order of departments as in Schedule 2 of the Public Service Act 2020 (see Appendix 2).

Each time the *GDS Index* is updated, an updated version of Schedule 2 of the Public Service Act 2020 is used. This is the record of which government departments exist. This is one of the first steps that needs to be taken before sending out Official Information Act requests, as this will determine the full list of agencies to be contacted. To access this, follow the steps below.

(i)   Go to legislation.govt.nz.

(ii) Search for the Public Sector Act 2020.

(iii) Click on the 'versions and amendments' tab on the upper right-hand side.

(iv) Ensure the version that you are viewing now (as indicated with brackets) is the appropriate one for the time period of the *GDS Index* update.

(v)   Download the PDF of this version. Print Schedule 2 and use this as the copy for determining the list of operational government departments.

(vi) Alternatively, if a historic version of the legislation is sought, find the appropriate version and download the PDF of this version.

6. How do you check that a GDS has been updated rather than replaced?

If the original strategy and the updates are not substantially different and follow a similar approach, they are not treated as a new GDS (i.e. they have not been archived). For the purposes of the *GDS Index*, the original publication date is treated as the publication date in all cases. In cases where a strategy is significantly different, it often is indicated by a change in year (e.g. ERO's *Diversity and Inclusion Strategy 2017–2020* was archived and replaced by *Diversity & Inclusion Strategy 2021–2025*).

7. What happens if a GDS has been archived by a department before a replacement strategy is made public?

If a new strategy replaces an archived strategy, there may be a time gap between the original strategy being archived and its replacement being published. In all cases we follow the directive

of the OIA response from the department as to whether the GDS is operational for the purposes of the *GDS Index.* For example, LINZ advised in November 2018 that their GDS *Understanding Our Geographic Information Landscape: A New Zealand Geospatial Strategy: A Coordinated Approach to Location Information* (published in January 2007 and listed on the 2015 *GDS Index*) was no longer current. They also advised that it had been taken down from the LINZ website (with work under way on a replacement). It was therefore not listed in the 2018 *GDS Index*.

8. If a GDS is replaced by general text on a department's website (and not dated), does it meet the Institute's GDS definition?

No, a GDS must be a position 'statement' or a 'report' at a fixed point of time. If the text can be easily changed on a website, in our view it is not a corporate document for the purposes of the *GDS Index*. This has only become an issue since the 2018 *GDS Index* update. For example, *The New Zealand Migrant Settlement and Integration Strategy*, approved by Cabinet in 2014 and led by Immigration New Zealand (as part of MBIE), was initially summarised in 2014 as a hard copy document and so was placed in the 2015 *GDS Index*. More recently, Immigration New Zealand replaced the 2014 document with updated content on the Immigration New Zealand website outlining the strategic approach and cross-government implementation activities.[3] This poses a dilemma – does something written on a department's website without a specific date of publication meet the Institute's definition of a GDS? For the 2018 *GDS Index* and 2021 *GDS Index* it did not.

Some complex examples include:

Example 1: When are similar types of documents treated differently?

There are a number of regulatory stewardship plans that are published by Government.[5] In the 2021 *GDS Index*, the Department of Internal Affairs' (DIA's) *Regulatory Services Group Strategy 2021–2026* (2021) was added while the Ministry of Transport's (MoT's) *Transport System Regulatory Stewardship Plan 2019-2022* (2019) was excluded. The earlier document was included because of its strategic content, whereas the latter was excluded because it contained very little strategic content and was more operational in nature.

Example 2: When is a document a new GDS or just a minor change to an existing GDS?

In the 2014 *GDS Index*, the Ministry for the Environment's (MfE's) strategy *New Zealand's National Implementation Plan under the Stockholm Convention on Persistent Organic Pollutants* (2006) was added. In 2018, MfE published *New Zealand's updated national implementation Plan under the Stockholm Convention on Persistent Organic Pollutants* (2018). The latter was treated as a minor change to an existing strategy. This is because the Institute was informed by MfE that the document was intended to be read alongside, and to support, the existing GDS.

The Ministry for Primary Industries' (MPI's) *Biosecurity 2025 Implementation Plan* (2018) was excluded from the 2021 *GDS Index* because it supports an existing GDS, *Biosecurity 2025 Direction Statement* (2016).

Example 3: What if the duration of a strategy is exactly two years?

MfE's *Sustainability Strategy* (2020) has a duration of exactly two years (July 2020 to June 2022) and is therefore included in the 2020 *GDS Index*.

Example 4: What if one document contains two strategies?

The Ministry of Business, Innovation and Employment's (MBIE's) *Developing our Energy Potential* (2011) was included in the 2014 *GDS Index*. This document contained both the *Energy Strategy 2011–2021* (2011) and the *New Zealand Energy Efficiency and Conservation Strategy 2011–2016* (2011). The earlier strategy is still operational whereas the latter was archived in the 2021 *GDS Index*. MBIE indicated that the two strategies should be treated as separate GDSs, hence only the *Energy Strategy 2011–2021* (2011) was scored in the 2021 *GDS Index*.

Example 5: What if two documents are published that together make up one strategy?

The Ministry of Health's (MoH's) GDS19-23: *Health Strategy* was included in the 2021 *GDS Index*. It is made up of two documents: *Health Strategy: Future Direction* (2016) and *Health Strategy Roadmap of Actions* (2016). These were combined into one document and scored as one strategy.

Example 6: What happens if a jointly held document is no longer held by one of the departments?
The *Mahi Aroha: Carers' Strategy Action Plan 2019–2023* (2019) was included in the 2020 *GDS Index*. Given seven departments (including the Ministry for Pacific Peoples [MPP] and Ministry for Women [MfW]) signed the document, the Institute's protocol is that the strategy is shared jointly between all seven. MPP and MfW recently indicated that the strategy was no longer jointly held by them, hence the strategy was removed from those two departments. The strategy is now jointly held by Oranga Tamariki—Ministry for Children (OT), the Ministry of Education (MoE), the Ministry of Health (MoH), the Ministry of Māori Development—Te Puni Kōkiri (TPK) and the Ministry of Social Development (MSD).

Example 7: When is a regional strategy considered a strategy of national significance?
The Department of Conservation's (DOC's) *Subantarctic Islands Research Strategy* (2005) was included in the 2014 *GDS Index*. Despite only being a regional strategy (criterion 5), the GDS has national significance as it is designed to guide 'researchers to indicate the types of research that DOC currently considers will be useful for wise and effective management of this internationally significant group of islands' (p. 12 of the GDS).

Example 8: What if a GDS remains on a department's website as operational after the Institute has been advised it should be archived?
The Ministry of Foreign Affairs and Trade's (MFAT's) *Opening Doors to China: New Zealand's 2015 Vision, ASEAN Partnership: One Pathway to Ten Nations* and *Advancing with Australia: New Zealand Inc Australia Strategy* were treated as archived for the 2020 *GDS Index* because of correspondence between MFAT and the Institute. However, when preparing for the 2021 *GDS Index,* researchers noticed that these strategies were still shown as active on MFAT's website. Given our definition, they have been treated as operational for the 2021 *GDS Index*. This was a difficult situation but we believe that as an independent person would have considered these active, the Institute should also treat them as active. We look forward to MFAT removing the three strategies from their website.

2.3   Worksheets

The following sections describe how the *GDS Index* is created. Briefly, the Institute creates (with the help of government department officials) a list of all GDSs (as at the specified date). Of these, only the operational GDSs are scored against the Scorecard. For transparency, we have included a set of worksheets that our staff use to carry out this work. The worksheets are written in such a way that the process can be repeated by future McGuinness Institute staff.

- Worksheet 1: How to create the OIA Excel

- Worksheet 2: How to create the Master Excel

- Worksheet 3: How to create the Scorecard Excel

- Worksheet 4: How to create the radar charts

- Worksheet 5: How to know which sector a department belongs to

- Worksheet 6: How to create the legislation folder

2.4 Review of processes (scoring of sub-elements)

The Institute regularly reviews its scoring processes. Every time the Institute undertakes the scoring process, we review our scoring technique in order to improve our processes.

When reviewing alignment of the scores of the strategies from the 2018 *GDS Index* with the (92) rescored operational GDSs as part of the 2021 *GDS Index,* we found some elements were scored differently. Four sub-elements (1.3, 3.1, 4.3, and 5.1) were were found to vary between 2018 and 2021 scores. A third-party, independent reviewer rescored the four sub-elements to agree on a score. This has led to a slight change in wording for sub-element 3.1.

Sub-element 3.1 was altered to better reflect the Institute's definition of aspirational statements. As such, it asks whether clear 'aspirational statements' about success are provided, as opposed to just clear 'visions'. Refer to the Scorecard.

2.5 Assumptions and limitations

The GDS analysis has three general limitations:

1. The Scorecard is designed to examine the content of the strategy document. Therefore, no judgement is made in regard to the quality of the problem definition (i.e. whether the strategy is appropriate given the current policy landscape), the cleverness of the strategic approach or how the strategy is envisaged to be implemented.

2. The Scorecard does not review whether the strategy has been implemented and what outcomes actually resulted from its implementation. Although an important exercise, this question is beyond the scope of the analysis, as the resources required to carry this out would be beyond those of the Institute.

3. The Institute is highly reliant on the accuracy of the government departments' OIA responses.

Specific limitations of the analysis include:

- Some GDSs were added to the list after the 2018 *GDS Index* and deleted before the 2021 *GDS Index* as departments indicate that the GDS was no longer operational (i.e. in between *GDS Index* updates). To keep track of these GDSs, a list has been provided in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021.*

- The Scorecard did not analyse the drafting history of the GDS and whether this included consultation and engagement from the public. It did not look at the extent to which the public collaborated in its vision or outcomes. In retrospect, this would have been a valuable element to analyse.

- A level of judgement was necessary when carrying out the analysis of GDSs against the Scorecard. Similarly, setting the elements themselves and the values attributed to each sub-element was a wholly subjective exercise based on the Institute's position on what makes a strategy 'good'. Therefore, others who undertake a similar analysis may reach different results, due to the use of a different metric or differences in the values awarded to each sub-element.

- The reviewers' judgements as to the accessibility of the GDS to public servants and the public (featured in the three qualitative questions at the bottom of each scoring form) may not be agreed upon by all. These judgements reflect the opinion of the Institute's evaluators, and as such they are subjective. The reviewers strove, however, to take a moderate, neutral and representative approach in their answers.

- Where departments did not have publicly available strategic instruments (the statement of intent or annual report), the analysis under element 6 (Alignment and Authority) was limited, as the reviewers could not assess the integration of the GDS with the missing strategic document. In

this case, the missing sub-element was given a score of 0. In the 2021 GDS review, this occurred twice.

- We have, as a policy, not removed older GDSs from any *Index* on the grounds that they no longer meet the criteria today. For example, MoH's *Care Closer to Home* (2014) was included in the 2014 *GDS Index*; however, if it was reviewed for inclusion for the 2021 *GDS Index* it would have been excluded on the basis it does not contain adequate strategic thinking (criterion 3). It was included in the 2014 *GDS Index* because of the following statement: 'This booklet highlights some of the many initiatives that our health professionals are undertaking with the aim of providing better, integrated health care closer to home for all New Zealanders' (p. 5 of the GDS).

As our intention is to provide comprehensive analysis of GDSs published over the last 28 years, the Institute welcomes feedback on this working paper and the 2021 *GDS Index*.

3.0 Scoring

3.1 Designing the Scorecard

The Scorecard was devised to assess each GDS document. This is largely a product of a discussion held on GDSs on 1 October 2014. These ideas were further explored in December 2014. We would like to thank the following people for their additional insights which helped the Institute develop the elements, structure and questions contained in the Scorecard: Professor Stephen Cummings, Director of The Atom Innovation Space, Victoria University; Patrick Nolan, Productivity Commission; James Palmer, Deputy Secretary Strategy, Ministry for the Environment; Rodney Scott, State Services Commission and Treasury; and Simon Wakeman, Productivity Commission.

Strategy Builder: How to create and communicate more effective strategies (2015), by Stephen Cummings and Duncan Angwin, proved extremely useful when assessing the elements to be used and developing the sub-elements. Other useful sources for preparing the Scorecard were *Strategy: A History* (Freedman, L., 2013); *Strategy Maps: Converting Intangible Assets into Tangible Outcomes* (Kaplan, R. S. & Norton, D. P., 2004); *The Executive Premium: Linking Strategy to Operations for Competitive Advantage* (Kaplan, R. S. & Norton, D. P., 2008); *The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment* (Kaplan, R. S. & Norton, D. P., 2001); *Good Strategy Bad Strategy: The Difference and Why It Matters* (Rumelt, R. P., 2011); and *Seven Strategy Questions: A Simple Approach for Better Execution* (Simons, R., 2010).

Description of the elements:

The order of elements in the Scorecard does not reflect the order we expect in the published GDS; it represents the order in which we expect the GDS to be formulated.

Element 1: *Opportunities and Threats*	Opportunities and Threats asks 'what is the external environment?' and is largely the second part of a standard 'SWOT' analysis – the first part being 'strengths and weaknesses'.
Element 2: *Capabilities and Resources*	Capabilities and Resources asks 'what are the internal strengths and weaknesses?' Capabilities refers to soft skills (including existing relationships and in-house expertise) while resources refers to physical hardware (including physical and financial assets). Capabilities and Resources is considered by the Institute to be a better metric than the standard 'strengths and weaknesses' analysis. 'Strengths and weaknesses' as a category is too narrow and would not necessarily lead reviewers to think about whether or not the department understood its available (or lacking) resources and capabilities when drafting the GDS.
Element 3: *Purpose and Benefits (Vision)*	Purpose and Benefits asks 'what is the purpose of the strategy?' and concerns the purpose and the value-proposition that the strategy, if implemented, might deliver.
Element 4: *Approach and Focus (Strategy)*	Approach and Focus asks 'what choices and trade-offs have been made?' and directly concerns the strategic approach itself and the strategic choices that have been made.
Element 5: *Implementation and Accountability*	Implementation and Accountability asks 'who is responsible for what?' and concerns how progress will be reported and whether the GDS will be reviewed when completed, expired or updated.
Element 6: *Alignment and Authority*	Alignment and Authority asks 'how does it align with the machinery of government?' and is relatively unique to government; in contrast the other five elements are applicable in both the private and the public sector.

The Government Department Strategies Index Scorecard

1. Opportunities and Threats	2. Capabilities and Resources	3. Vision and Benefits (Purpose)	4. Approach and Focus (Strategy)	5. Implementation and Accountability	6. Alignment and Authority
1.1 Does it identify potential opportunities going forward? **4 POINTS**	2.1 Does it identify current and future capabilities? **4 POINTS**	3.1 Does it provide a clear aspirational statement as to what success would look like (a desired future state)? **8 POINTS**	4.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other? **4 POINTS**	5.1 Does it identify who is responsible for implementing the GDS? **4 POINTS**	6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these? **4 POINTS**
1.2 Does it identify potential threats going forward? **4 POINTS**	2.2 Does it identify what capabilities it does not have and needs to acquire or work around? **4 POINTS**	3.2 Does it identify who the beneficiaries are and how they will benefit? **4 POINTS**	4.2 Does it identify a range of strategic options to solve the problem? **4 POINTS**	5.2 Does it identify who will report on its progress? **4 POINTS**	6.2 Does it align with its department's SOI? **6 POINTS**
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve? **8 POINTS**	2.3 Does it identify current and future resources? **4 POINTS**	3.3 Does it describe how success will be measured and over what time frame? **4 POINTS**	4.3 Does it clearly describe the chosen approach, outlining what it will and will not do? **4 POINTS**	5.3 Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames? **4 POINTS**	6.3 Does it align with its department's annual report? **6 POINTS**
	2.4 Does it identify what resources it does not have and needs to acquire or work around? **4 POINTS**		4.4 Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)? **4 POINTS**	5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed? **4 POINTS**	

To score the GDS, points are allocated to each sub-element on the Scorecard. In the 2021 *GDS Index* there are 21 sub-elements. Seventeen sub-elements were allocated four possible points, two sub-elements were allocated six possible points (6.2 and 6.3), and two sub-elements (1.3 and 3.3) were allocated a possible eight points. This weighting is based on the importance of the sub-element.

In 2021, one sub-element was removed: sub-element 6.3 of element 6: Alignment and Authority. This was because four year plans are no longer required.[6] This is a change to previous years' *GDS Index*es which featured 22 sub-elements. The highest possible total score in the *GDS Index* is 96 points.

To score element 6: Alignment and Authority, reviewers searched in the digital copies of other corporate documents. In addition to the actual GDS, which was searched to see whether previously published GDSs were mentioned (vertical alignment), reviewers also assessed whether the GDS was mentioned explicitly (i.e. the title is used) or implicitly (i.e. it is implied) in two corporate documents (horizontal alignment). Implicit mentions meant that key words related to the GDS were mentioned. These were determined through an additional read of the strategy document to distinguish key themes that the strategy document might discuss. For example, the Department of Corrections did not specifically mention its GDS *Our alcohol and other drug strategy 2021 – 2026* in its *Statement of Intent 2021 – 2022*. However, the *Statement* did mention 'alcohol and other drugs', and therefore the GDS was considered to have been implicitly mentioned.

**Formulation of the conceptual framework:**

The elements in the Scorecard are in the sequence that is often used to create a strategy, starting with Opportunities and Threats. This is illustrated by the arrows in Figure 4.

**Figure 4: The logical sequence to create a GDS**
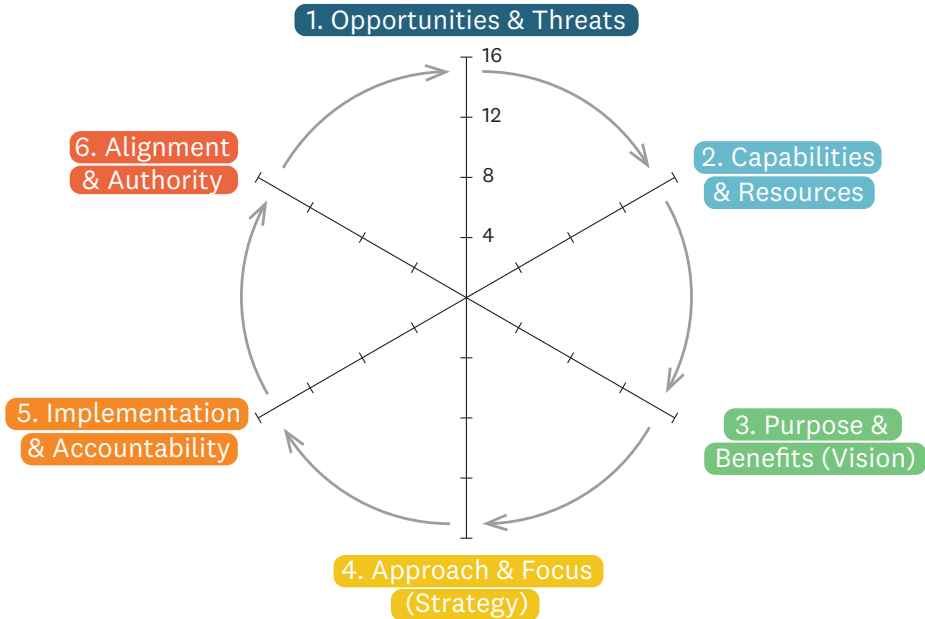
There are some tensions that naturally exist between elements. These help to optimise strategy design. This is seen in Figure 5. The 'External Tension' calls for the strategy to balance and match the GDS's Approach and Focus with its scoping of the external environment in Opportunities and Threats. The 'Internal Tension' calls for the strategy to match Capabilities and Resources with Implementation and Accountability. Lastly, the 'Purpose Fit' calls for the strategy to bring into line the Vision, Purpose and Benefits with the Alignment and Authority requirements.

Figure 5: The three natural tensions between elements to optimise strategy design
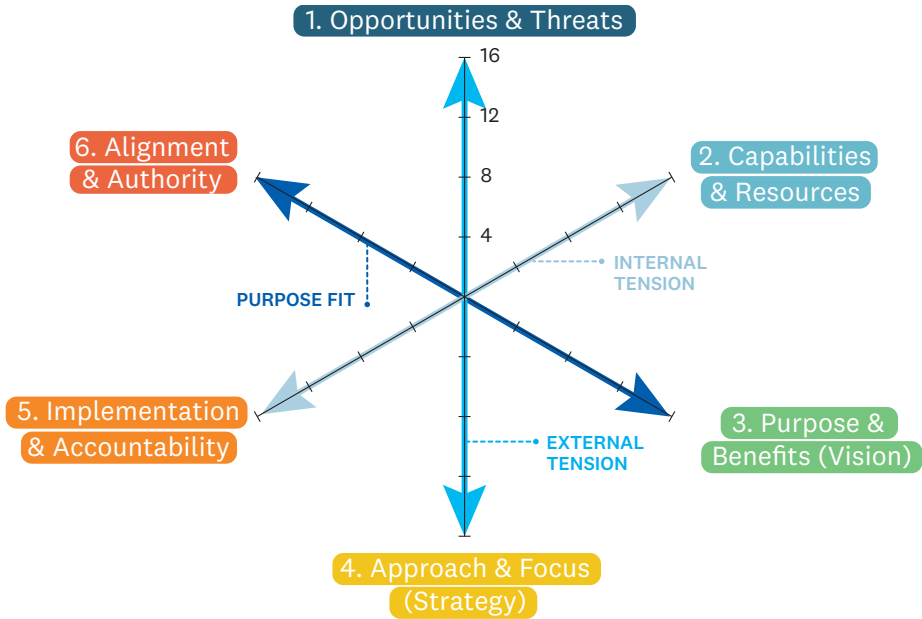
It is also important to recognise that government departments have little control over certain aspects of the landscape in which they operate. Their task is therefore to learn and respond to the environment and use their skills, patience and commitment to shape outcomes over the long term. The dotted line in Figure 6 delineates the elements that are more or less under a department's control: Elements 1 and 6 are generally outside the department's control.

Figure 6: Understanding what departments can control
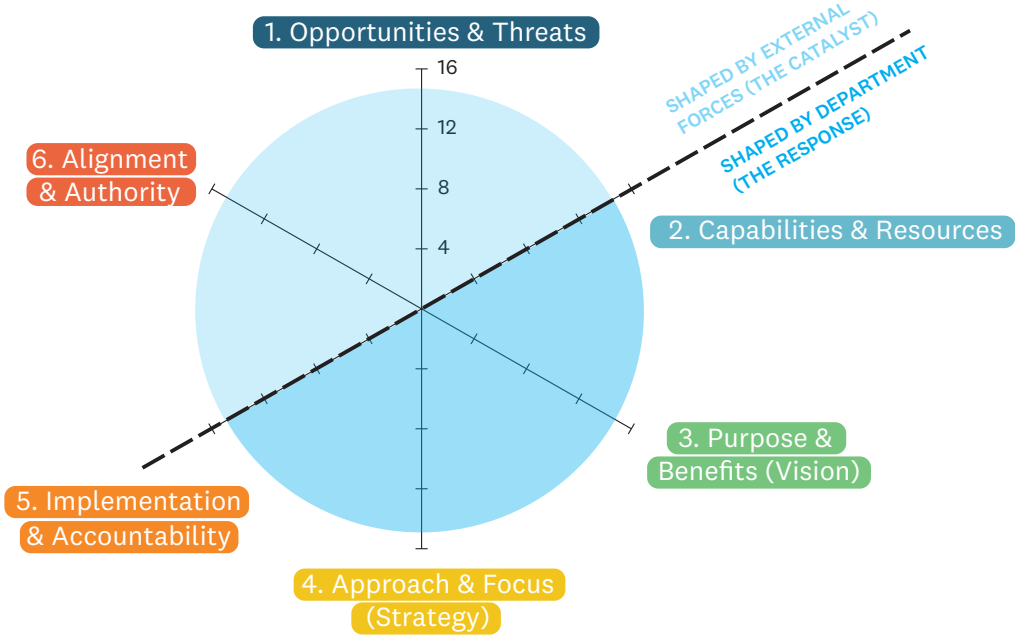
Changes to the 2021 Scorecard

In 2021, given the removal of four year plans, Element 6: Alignment and Authority was reduced from four to three sub-elements, and 6.2 and 6.3 were both scored at six points each (not four). This was on the basis that statement of intent and annual reports became more important.

3.2 Applying the Scorecard to each GDS

To analyse each of the 221 GDSs in operation, two reviewers independently analysed each GDS against the variables set out in the Institute's Scorecard. This included the three qualitative questions featured at the bottom of the scoring form (see Figure 8). See Figure 7 and Table 3 for an illustration of the process that was undertaken, and Figure 3 for the sub-element questions on the Scorecard.

Figure 7: Method reviewers used to finalise scores

*Note: 20 minutes reading the GDS, and 10 minutes scoring.

1. Select Strategy	2. Scored by two reviewers	3. Compare and resolve	4. Final score
GDSXX	Reviewer 1 20 minutes* / Reviewer 2 As long as needed	Consolidated variation = ≤ 2 : score is averaged / variation = > 2 : score is reassessed	Scorecard is finalised
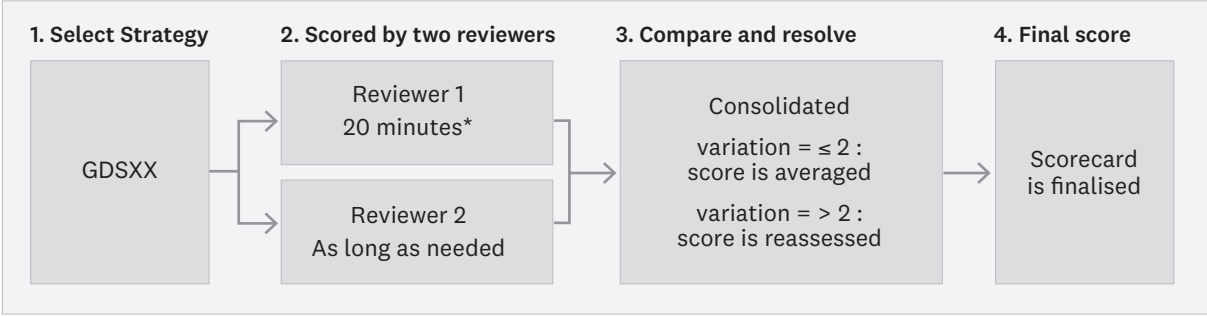
Table 3: GDS Index reviewers 2014–2022

Reviewer	2014 *GDS Index* (as at 30 June 2014)	2015 *GDS Index* (as at 30 June 2015)	2018 *GDS Index* (as at 31 December 2018)	2021 *GDS Index* (as at 31 December 2021)
Reviewer 1 20 minutes	George	Madeleine	Madeleine	Gemma
Reviewer 2 As long as needed	Madeleine	Karri	Wei Kai	Thomas

The reviewers, indicated in Table 4 above, are young New Zealanders with backgrounds in economics, law, finance and public policy. They are, in practice, the ideal audience for GDS documents – they had minimal preconceived biases about government departments and their policies, but are interested in 'good' policy for New Zealand.

Between 2014 and 2018, review totals were often carried forward. This was on the basis that one of the reviewers had been involved in each of the three *GDS Index*es and the time between reviews was not significant. However, in 2021, given it was now seven years since some GDSs were scored, it was timely for all GDSs to be rescored, particularly given the reviews were now being completed by two new reviewers (see Table 4). The same scoring form is used three times (see Figure 9):

- The green scoring form is used for reviewer 1.
- The pink scoring form is used for reviewer 2.
- The yellow scoring form is used to collate the green and pink scoring forms. It becomes the final and is used for creating the GDS's radar diagram.

Where GDSs are held jointly by two or more departments their 2021 scores are carried across for elements 1–5, and sub-element 6.1. However, scoring jointly held GDSs against element 6 means that the GDS is scored against corporate documents of the government department it is listed under. As a result, the total scores may be different when comparing the scores of jointly held GDSs.

To ensure that the judgement of each GDS was balanced and did not reflect the view of just one reviewer, each GDS was read by the first reviewer for 20 minutes (to reflect how these documents would be read quickly by users) and analysed in greater depth by the second reviewer (to more comprehensively assess the extent to which essential information is available in the document). Points were then compared and variations settled according to a process which is described in further detail below. Each reviewer was familiar with the elements of the Scorecard and the indicators used to judge a GDS's progress in each sub-element. The two reviewers did not discuss their judgements of any of the GDSs, and their reviews took place completely independently.

The reviewers read the physical copies of each GDS, with reviewer one also having a soft copy which could be searched (again, to reflect how these documents may be read quickly by users). The reviewers noted their points for each sub-element on a physical copy of the Scorecard, as well as making qualitative notes. When awarding points for each sub-element, the reviewers wrote down the page numbers and any notes or comments which provided evidence supporting their judgement; reviewer two also highlighted sections of the GDS relevant to the Scorecard elements. This was to justify and explain why points were awarded, in case of extreme variation between reviewers' marks.

After the individual analysis was completed, the point totals of each reviewer were compiled into an Excel scoresheet containing all GDS scores for all sub-elements (the raw data). This was completed by an independent third party. The third party reviewed the scoresheet and highlighted any sub-element where the score variation was greater than two. Sub-elements with a variation of two or less were averaged by the third party for a final sub-element score. (See Figure 6.)

Where the score variation was greater than two, the sub-element was marked on a yellow scoring form and given back to the reviewers to compare and resolve. The two reviewers then went through the highlighted scores together, explaining and justifying how they came up with their individual scores. This was done with each reviewer's individual scoring form and both soft and hard copies of the relevant GDS. This process ensured that each reviewer understood how the other reviewer came to their score. After deliberation, a final score was decided upon by the two reviewers, and entered on the yellow scoring form. The third party then entered the final score into the Excel scoresheet.

Glossary

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

Capabilities
Soft skills (including existing relationships and in-house expertise). See also resources.

Element
An element is a characteristic that is considered of primary importance in the publication of a GDS. In the *GDS Index*, there are six high-level elements that make up the Scorecard. See the Scorecard on p. 17.

Explicit mention of a GDS
This is where the exact title of the strategy was found in either English and/or Māori. There are a few exceptions to this rule, e.g. where the full title is not given (e.g. it is missing the subtitle), but there is supporting information and context that makes it clear which GDS it is. The test is that there is no doubt what strategy document is being referred to (e.g. it could be requested under the OIA by name).

Good strategy
Determining what makes a good strategy is a matter of judgement. The aim of the *GDS Index* is to provide the reader with sufficient information to make their own assessment on the quality of the strategy.

Government department
The term 'government department' refers to the entities on the list of 'Departments of the State Service' in Schedule 2 of the Public Sector Act 2020. On 1 July 2022, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency was disestablished. The list in the Schedule reflects the *GDS Index*, in terms of the department's name and order.

Government department strategy
A 'government department strategy' must:

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

Implicit mention of a GDS
This is where the strategy is indirectly mentioned in the statement of intent or annual report, but its full title is not given in either English or te reo Māori. The test is that there is some doubt what strategy document is being referred to (e.g. it could not be requested by name under an OIA).

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

Points
Points are allocated to each sub-element. In the *GDS Index* there are 21 sub-elements. Seventeen of those were given four points each for a reviewer to score. Two sub-elements (6.2 and 6.3) were allocated six points each. The remaining two (sub-elements 1.3 and 3.3) were allocated eight points each. This additional weighting was allocated to recognise the importance of these sub-elements. The highest possible total in the *GDS Index* is 96 points.

Purpose statement (the end)
An aspirational future-focused statement that explains in a concise, unique, coherent and specific manner what the strategy aims to achieve and provides an impetus for action.

Resources
Physical hardware (including physical and financial assets). See also capabilities.

Rank
The rank indicates where a GDS, department or sector is located in relation to its peers. In the *GDS Index* the rank depicts where the specific GDS, department or sector sits when its Scorecard totals are compared to the scores of all other GDSs (i.e. the average score), departments or sectors.

Reviewer
A person who is employed by the Institute to read and then score each GDS in operation against the Scorecard.

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

Scorecard
The Scorecard is the lens through which each GDS has been assessed. The Scorecard is made up of six elements and 21 sub-elements. See the Scorecard on p. 17.

Sector
The term 'sector' refers to the groupings of departments based on the summary tables of the Estimates of Appropriations in the Treasury's Budget (in the 2021 *GDS Index*, it is the 2021 Budget). The 2022 Budget sector groupings are now: Economic Development and Infrastructure Sector, Education and Workforce Sector, External Sector, Finance and Government Administration Sector, Health Sector, Justice Sector, Māori Affairs Sector, Natural Resources Sector, and Social Services and Community Sector.

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

Strategy statement (the means)
The 'means' to an end. The approach is unique to a department as it indicates the approach the department has chosen to adopt to bring about change. It describes the choices made.

Strategy map
A visual illustration of the proposed strategy, usually on one page, showing the cause-and-effect relationships between the desired purpose and the choices made on how to achieve the strategy (e.g. types of goals/priorities/themes/ actions).

Sub-element
In the *GDS Index* there are 21 sub-elements shared across six elements. See the Scorecard on p. 17.

Worksheet 1: How to create the OIA Excel

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

The *Lists* working paper is produced as part of Stage 1 – Data collection for any *GDS Index* update. It forms the foundation data from which stages 2 and 3 can be completed – i.e. the scoring and analysis work.

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

Inputs
Previous Master Excel (to be saved as new Master Excel)
Sector tables from the latest Budget rounds
Schedule 2 of the Public Sector Act 2020 as it lists the official names of government departments

Process
Email out OIA request of possible status of GDSs held by the department
Create OIA Excel document of all responses
Create folders of all GDSs in operation (hard and soft copies)

Outputs
New Master Excel
This data is used to create *Working Paper 2022/02* and update the *GDS Index* website

Stage 1 – Preparing OIA Requests

1. Compile a list of all currently operational government departments using the information provided by the Public Service Commission.

2. Compile a list of all government department CEO names and their contact emails, as well as the general OIA email for each government department.

3. Prepare an OIA Excel sheet for each government department. It should have two tables.

Table 1 lists the GDS documents already recorded by the McGuinness Institute as held by that government department. The government department indicates whether each document is an operational GDS as at the cut-off date for analysis (in the case of the 2021 *GDS Index*, 31 December 2021). If the GDS is indicated to no longer be operational, the government department indicates its expiry date and whether it was replaced (and if so, what it was replaced by). The department is asked to provide this information even if responsibility for that particular document has been transferred to another department.

Stage 2 – Processing OIA responses

Once the government departments have answered the OIA requests, their responses must be processed to determine whether the new GDSs fit the McGuinness Institute criteria to be considered a GDS and to formulate the additions and deletions lists.

Gather the collected information by:

i.   printing out all correspondence with each government department,

ii.   printing out all Excel spreadsheets that each government department has prepared,

iii.   printing out all new PDFs provided by government departments, and

iv.   filing these documents by department (alphabetically) and in date order of GDS document (most recently published first) in a white folder.

Review each OIA response to determine whether respondents have provided the Institute with any new documents and, if so, whether these align with the Institute's definition of a government department strategy (GDS). See Section 4.2 of this working paper for the definition.

Each GDS provided in the OIA responses is colour-coded:

•   Archived/expired GDSs are coded orange.

•   Operational GDSs are coded yellow.

•   GDSs which fall outside the cut-off date for this year's Index but will be analysed in future years are coded blue.

Once this coding is completed, each GDS identified as operational will be reviewed. Some of these GDSs will have been carried over from the previous year's *GDS Index* and therefore are already in the Master Excel.

Worksheet 2: How to create the Master Excel

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

The Master Excel is updated with each *GDS Index* update. It tracks all GDS documents from 1994–present day (in this case, 31 December 2021).

Table 4: Master Excel columns defined

Information sought	Objective	Explanation

Title of strategy on *GDS Index*	To establish a unique and easily identifiable name for each GDS while avoiding repetition.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*.
		
		• This information is taken from the front cover of the GDS, where necessary with the following modifications:
		
		  – If 'the', 'New Zealand', 'NZ', 'Aotearoa' or a government department name or acronym is at the beginning or end of a GDS title, it is removed.
		
		  – Subtitles are not included unless there is no other way of knowing what the GDS relates to. Note: The *GDS Index Handbook* includes an image of the front page, which often includes the subtitle.
		
		  – If branding (usually a statement or slogan linking various documents together as part of a series or collection) is present on the document cover, it is not considered part of the title. For example, the cover of Corrections' GDS *Health and Safety Strategy 2016–2020* has the text '*Everyone Safe Every Day*' prominently displayed, but it has not been treated as part of the title as it forms a brand for a series of GDSs.
		
		• English and te reo Māori titles, where present, are both used, and in the order they are presented on the GDS document's cover. For consistency, and to ensure that they are presented with equal weighting, English and te reo are separated by an en dash (as opposed to a colon, which would suggest a hierarchical or explanatory relationship between the languages as titles). For example, the cover of DIA's GDS *Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030*.
		
		• Years or year ranges are only included to help distinguish GDSs from one another (i.e. if similarly titled GDSs might otherwise be easily confused). For example, the GCSB and NZSIS's joint strategy *Diversity and Inclusion Strategy 2021 – 2025* and MFAT's *Diversity and Inclusion Strategy 2018 – 2028*.

Date published	To establish the year and month each GDS is published in.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • The publication date (year and month) is taken from the GDS itself (the front cover or inside cover). If the GDS document does not indicate its publication date, its department's website is checked for any indication of when the GDS was published. If a date cannot be found this way the internet is checked for press releases, web pages or other documents to determine proof of publication. If the date still cannot be located, this information is sought through OIA requests and follow-up communications.

Information sought	Objective	Explanation
Date published (cont.)	To establish the year and month each GDS is published in (cont.).	• Date ranges for publication dates are only used in certain circumstances and have been treated differently dependent on the circumstances. – For example, IRD's *Our Corporate Strategy* was found to be a collection of six separate 'strands', which together form a GDS. These strands were published separately, from May to September 2016. As a result, the date of publication for this GDS is indicated with a month range, rather than a single publication date (as May–September, 2016). • For example, a specific month-year publication date for Corrections' *National Historic Heritage Strategy* could not be found. It was established through correspondence that it was published between October and December 2013, and so the publication date was recorded as 'October–December, 2013'.

Duration in operation	To first establish the length of time that the GDS is intended to be in operation for (year range and number of months), and secondly to help understand how the GDSs fit into a tendency towards political short-termism or long-termism.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*.
		
		• Presented as year – year (number of months)
		
		• The duration, in the first instance, is taken if a year range is stated on the cover of the GDS document. If a month is included as part of the range it is assumed to be the equivalent month in the end year as well (for example, if published in June 2014 and indicated to last ten years, assumed to end in June 2024).
		
		• If a date range is indicated within the date range (e.g. 2017/18–2020/21), the earliest years from each range are taken (i.e. 2017–2020).
		
		  – For example, the front cover of MoT's *Government Policy Statement on Land Transport* gives year ranges for its duration: 2018/19–2027/28. The duration was recorded as 2018–2027.
		
		• If there is no year range stated by the GDS, the year of publication is taken as the start date and the end date is recorded as NK ('Not Known').
		
		• Sometimes the duration dates and the publication date of a document do not align.
		
		  – For example, the *National Civil Defence Emergency Management Strategy* was published in March 2008, but its duration was indicated in the inside cover as beginning in 2007 (there was no end date indicated). As a result, this GDS has been recorded as having a publication date of March, 2008, and a duration of 2007–NK.

Number of pages	To determine the length of GDS documents. This also helps to establish the range of lengths of GDSs.	• This information is given in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. This information is found by counting the number of PDF pages. The front cover counts as page 1 and each page up to the very back cover (irrespective of whether there is text on the page) is included in the count. • For GDS documents presented as A3, each half of an A3 page counts as one page. Note 1: When referencing text from a GDS, the page number presented in the document is used.

WORKSHEET 2

Information sought	Objective	Explanation
Signed by (general)	To establish the level at which the GDS is publicly signed without identifying the specific signatory.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • This information is derived from the next row, 'Signed by (detail)', with the signatories categorised into the following: 'Crown', 'Chief Executive' ('CE'), 'Department staff (other than CE)', 'Not signed', 'Other' [if someone other than the above], or combinations of these, for example Chief Executive and other department staff. Director-General, Secretary to..., Solicitor-General (CLO), Chief Review Officer (ERO), Director (SFO), Comptroller (NZCS), Government Statistician (StatsNZ) and Commissioner (SSC) or any other role that is highest within a department are considered in this context to be at the same level as CE, so are recorded as CE. • Surveyor-General (LINZ), Convenor (MoT) and Deputy Chief Executive/Deputy Director-General were not considered in this context to be at the same level as CE, and so were recorded as 'Other'.
Signed by (detail)	To establish the level at which the GDS is publicly signed by identifying the specific signatory.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • This information is found in the GDS document, usually through a signed foreword or similar, and is not sought anywhere else. The title, name and office of the signatory (e.g. Hon Name of Minister, what they are minister of; name, position in organisation) is recorded. – Note: This section highlights information made public by the GDS document itself. If the document does not give a person's name it is treated as not signed. The Institute is aware of GDS documents that are not signed, but have been officially signed off by relevant parties such as Cabinet. For example, *The New Zealand Migrant Settlement and Integration Strategy*, archived for the 2018 *GDS Index* update, was not signed. However, the strategy itself (as opposed to the document) was signed off by Cabinet. To obtain this additional information for all GDSs is beyond the scope of this research.
This GDS replaces	To record the history of strategies over time.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • This information is found through the name of previous strategy (either indicated in the GDS or by OIA and correspondence). • If the earlier GDS was held by a different department to the one it is replaced by, note this information in brackets along with the year of publication. – For example, the *Energy Strategy 2011–2021* is currently held by MBIE, and replaced the *National Energy Efficiency and Conservation Strategy (2001)*, originally held by MfE.

Information sought	Objective	Explanation
Jointly held with	To record which GDSs are held by more than one government department.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • This information is looked for in the first instance in the GDS document. It is then confirmed by the OIA response and correspondence. If the information is not in the GDS document, it is obtained by the OIA request and correspondence. • GDSs held by more than one department are included as a GDS for each department. – For example, the GDS *Mātauranga Whakauka Taiao – Environmental Education for Sustainability* is jointly held by the Department of Conservation and the Ministry for the Environment. It is included in the *Handbook* in both departments with two GDS numbers.
Originally published by	To record who originally published the GDS.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • This information is looked for in the first instance in the GDS document. It is then confirmed by the OIA request and correspondence. If it is not in the GDS document, it is obtained by the OIA request and correspondence. – For example, the *National Civil Defence Emergency Management Strategy* was originally published by the Department of Internal Affairs (DIA), but is currently owned by the Department of the Prime Minister and Cabinet (DPMC). Ownership of the GDS was transferred from DIA to DPMC after the Christchurch earthquakes. This was confirmed to the research team via an OIA request.
Transferred to	To establish where the GDS is transferred to if it is no longer owned by the government department that originally published it.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • This information is looked for in the first instance in the GDS document. It is then confirmed by the OIA request and correspondence. If the information is not in the GDS document, it is obtained by the OIA request and correspondence.
Whether in operation or has been archived	To establish that the GDS is operational for the year end to which the *GDS Index* relates.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies Between 1 July 1994 and 31 December 2021*. • Confirmed via OIA request (as stated, durations in the GDSs themselves can change without the documents themselves being updated).
Strategic approach	To establish, in a statement, what the GDS is at its core (essentially, what is the strategy?).	• This information is found in the 2021 *GDS Index Handbook* and *Working Paper 2022/03 – Scoring Tables Collating and Ranking Government Department Strategies in Operation as at 31 December 2021*. • The strategic approach is a statement generated by Institute staff in order to articulate, briefly, what the strategy is.

Information sought	Objective	Explanation

Externally or internally focused	To establish whether the direction of focus of the GDS looks inward or outward.	• This information is found in *Working Paper 2022/02 – Lists of Government Department Strategies as at 31 December 2021*.
		
		• This information is generated by Institute staff using the following definitions:
		
		  – External: The GDS focuses on change outside of the department (e.g. environment, public health, poverty)
		  – Internal: The GDS focuses on change inside of the department (e.g. information management, staff diversity).

Government sector	To establish which sector each GDS comes under.	• This information is found in the Treasury's *Budget 2021* (see Endnote 3). • Two government departments straddle two sectors: Ministry of Business, Innovation and Employment and Ministry of Justice. The Institute took a view on what GDS related to what sector based on the respective topic. This was advised to the departments concerned in an email of 22 February 2022, seeking their feedback.
Published during a Labour or National-led Government	To track which governments have produced which GDSs.	• This information is found in *Nation Dates* (2020) Chapter 6 (pp. 281–285). • This information is determined by the McGuinness Institute by comparing the publication date (see row above) with the dates the governments held office.

Worksheet 3: How to create the Scorecard Excel

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

Aside from the four sub-elements which were weighted with values of either six or eight (in order to represent their greater importance), each sub-element was scored in whole numbers out of four. Although this resulted in a total possible score of 96 (which is not the most intuitive total – 100 being the obvious choice), this decision was made to encourage reviewers to judge each GDS as precisely as possible. The reviewers had to consider the sub-element score carefully, as they were unable to pick the uncontroversial 'middle mark' (three, if the sub-elements were scored out of five, for example).
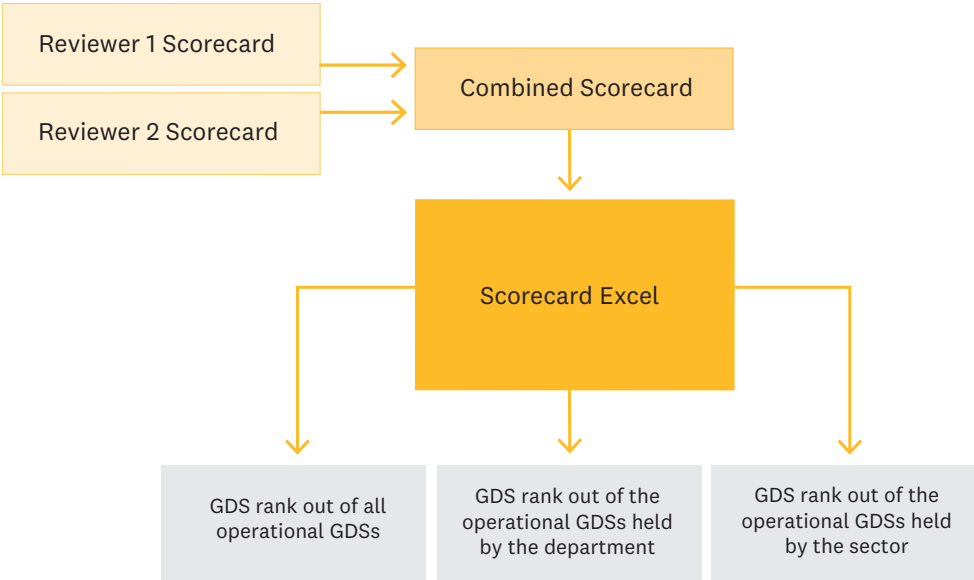
Jointly held GDSs are scored once. The scores are used for each mention of the GDS. The only exception to this rule is for scoring sub-elements 6.2 and 6.3, as they involve comparisons between the GDS document and other corporate documents published by the respective government departments.

Inputs
New *GDS Index* Master Excel (from Worksheet 1)
Previous *GDS Index* Scorecard Excel Document (to be saved as new Scorecard Excel)
Folder of all GDSs in operation (hard copies)
Scorecard forms (i) Reviewer 1 (in green), (ii) Reviewer 2 (in pink) and (iii) Combined (in yellow)

Process
Reviewers complete the scoring process

Outputs
New *GDS Index* Scorecard Excel
This data is used to create *Working Papers 20XX/03–04* and radar charts

Figure 8: Scorecard Excel structure

Reviewer 1 Scorecard
Reviewer 2 Scorecard
Combined Scorecard
Scorecard Excel
GDS rank out of all operational GDSs
GDS rank out of the operational GDSs held by the department
GDS rank out of the operational GDSs held by the sector

Stage 1: Scoring GDSs described in more detail

Element 1: Opportunities and Threats

What is the external environment?

1.1 Does it identify potential opportunities going forward?

1.2 Does it identify potential threats going forward?

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

Sub-element 1.1. Does it identify opportunities going forward? [4 points]

The purpose of this question is to assess whether the GDS in question has outlined the opportunities which currently exist or may come about within the focus area if the strategy is implemented. Points are awarded based on the following scale:

0 points	The GDS makes no mention of any potential opportunities which may result if the strategy is implemented.
2 points	The GDS mentions potential opportunities which may result if the strategy is implemented, but they are not discussed in detail.
4 points	The GDS discusses comprehensively the potential opportunities which may result if the strategy is implemented. Examples and scenario case studies may be used, for example.

Sub-element 1.2. Does it identify threats going forward? [4 points]

The purpose of this question is to assess whether the GDS has outlined the threats which currently exist or may result within the focus area if the strategy is implemented. Points are awarded in the following way:

0 points	The GDS makes no mention of potential threats which may result from the implementation of its strategy.
2 points	The GDS mentions some potential threats which may result from the implementation of its strategy in minimal detail only. No examples are included.
4 points	The GDS discusses comprehensively potential threats which may result from the implementation of the GDS. Examples are included.

Sub-element 1.3. Does it contain a clear statement describing the problem that this strategy is trying to solve? [8 points]

This question examines whether the GDS clearly identifies the problem on which it focuses and aims to solve. This is important as a succinct identification of the issue is necessary for both the public and the public servants reading the GDS. This question was given a weight of eight points to represent its importance. Points are awarded in the following way:

0 points	The GDS makes no reference to the specific problem.
2 points	The GDS makes reference to the problem, but with no supporting detail.
4 points	The GDS makes reference to the problem, but the discussion of its nature and extent is limited, with no supporting evidence or examples.
6 points	The GDS discusses the specific issue it is focusing on, with reference to evidence describing the current situation. However, discussion is short or lacks depth.
8 points	The GDS makes detailed reference to the problem and describes its nature and extent. The GDS provides concrete details and supporting examples to illustrate any complexities of the problem.

Element 2: Capabilities and Resources

What are the internal strengths and weaknesses?

2.1 Does it identify current and future capabilities?

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

2.3 Does it identify current and future resources?

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

Sub-element 2.1. Does it identify current and future capabilities? [4 points]

This question examines whether the GDS outlines the capabilities currently available and necessary for implementation of the GDS. It asks whether this stocktake of capabilities also takes into account when and how they will be used in the future. Points are awarded in the following way:

0 points	The GDS makes no mention of current capabilities.
2 points	The GDS mentions capabilities currently available, but detail is limited.
4 points	The GDS discusses available capabilities, and it details comprehensively when and how these will be used to implement the GDS in the future.

Sub-element 2.2. Does it identify what capabilities it does not have and needs to acquire or work around? [4 points]

This question examines whether the GDS outlines the capabilities which are necessary for the implementation of the GDS but are currently lacking. It asks whether this identification of lacking capabilities constructively discusses ways to account for or work around this need. Points are awarded in the following way:

0 points	The GDS makes no mention of missing capabilities.
2 points	The GDS mentions missing capabilities, but detail is limited. There is no discussion of how to work around the identified missing capability, resource or skill.
4 points	The GDS discusses missing capabilities, and it details comprehensively ways in which this can be accounted for or worked around so that the vision is still achieved.

Sub-element 2.3. Does it identify current and future resources? [4 points]

This question examines whether the GDS outlines the resources available to its lead agency for its implementation. It asks whether this identification of available resources discusses when and how they will be used in the future. Points are awarded in the following way:

0 points	The GDS makes no mention of current and future resources.
2 points	The GDS mentions current and future resources, but detail is limited.
4 points	The GDS discusses available current and future resources, and it details comprehensively how and when these will be used to implement the strategy.

Sub-element 2.4. Does it identify what resources it does not have and needs to acquire or work around? [4 points]

This question examines whether the GDS outlines the resources which are necessary for its implementation but are currently lacking. It asks whether this identification of lacking resources constructively discusses ways to account for or work around this need. Points are awarded in the following way:

0 points	The GDS makes no mention of missing resources.
2 points	The GDS mentions missing resources, but detail is limited. There is no discussion of how to work around the lack of resources.
4 points	The GDS discusses missing resources, and it details comprehensively ways in which this can be accounted for or worked around so that the vision is still achieved.

Element 3: Purpose and Benefits (Vision)

What is the purpose?

3.1 Does it provide a clear aspirational statement as to what success would look like (a desired future state)?

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

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

Sub-element 3.1. Does it provide a clear aspirational statement as to what success would look like (a desired future state)? [8 points]

This question examines whether the GDS illustrates what its successful end output/s will look like. To achieve clear illustration of its purpose, the GDS must give readers a detailed understanding of the outputs which will result from its implementation. Points are awarded in the following way:

0 points	The GDS's purpose is not clearly stated or is absent altogether.
2 points	The GDS states its purpose in limited detail, with no explanation of desired end outputs.
4 points	The GDS states its purpose in limited detail, with some explanation of end outputs desired.
6 points	The GDS discusses a detailed image of what it is aiming to achieve, but without examples.
8 points	The GDS provides a detailed description of its purpose, with examples of desired end outputs and their connection to the strategic goals of the GDS.

Sub-element 3.2. Does it identify who the beneficiaries are and how they will benefit? [4 points]

This question examines how well the GDS analyses who will benefit from its implementation and how they will benefit. Points are awarded in the following way:

0 points	The GDS does not articulate who will benefit from the GDS.
2 points	The GDS articulates who will benefit from the GDS, but discussion of how they will benefit is poor and lacks detail.
4 points	The GDS articulates who will benefit from the GDS in detail, and it discusses the specific nature of this benefit.

Sub-element 3.3. Does it describe how success will be measured and over what time frame? [4 points]

This question examines the quality of the GDS's description of its implementation time frame and its description of indicators of its success. Points are awarded in the following way:

0 points	The GDS makes no reference to dates or time frames by which its goals should be implemented. There is no discussion of how its success will be indicated.
2 points	The GDS refers to the time frame in which the GDS's goals will be implemented, but these time frames are not specific. There is limited and undetailed mention of how success will be measured.
4 points	The GDS refers to the time frame in which the GDS's goals will be implemented in detail, with specific dates included at points. There is discussion of how each goal is linked to the overarching time frame, and the measures of success are highly detailed.

Element 4: Approach and Focus (Strategy)

What choices and trade-offs have been made?

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

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

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

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

Sub-element 4.1. Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other? [4 points]

This question examines whether the GDS deconstructs its vision into measurable, separate goals. It focuses on whether the GDS identifies and isolates the various stages necessary for achieving the GDS's vision. Points are awarded in the following way:

0 points	The GDS's vision is not broken down, and there is no discussion of specific, separate goals.
2 points	The GDS states its goals but does not explain how these relate to the end output, and it does not provide any detail as to how they differ from one another.
4 points	The GDS states its goals and goes into specific detail as to how each of these contribute to the end output. There is supporting and differentiated detail accompanying each goal, with useful information such as time frames attached.

Sub-element 4.2. Does it identify a range of strategic options to solve the problem? [4 points]

This question examines whether the GDS has taken into account alternative strategic options which could address the problem it focuses on. Points are awarded in the following way:

0 points	The GDS makes no reference to other possible strategic options to address the problem.
2 points	The GDS makes reference to alternative strategic options in minimal detail and with no supporting evidence or examples.
4 points	The GDS makes detailed reference to alternative strategic options, with a comprehensive discussion of the opportunities and threats of implementing these other various options.

Sub-element 4.3. Does it clearly describe the chosen approach, outlining what it will and will not do? [4 points]

This question examines whether the GDS has clearly described its approach. It asks whether it has described the reasons why it chose one approach over others and if there is subsequent reference to what the GDS will not do. The Institute distinguishes between approach and strategic options; see the glossary in this working paper. Points are awarded in the following way:

0 points	The GDS does not discuss why some strategic options were chosen over others.
2 points	The GDS discusses why its strategic options were chosen, but it does not discuss why other options would not be as effective.
4 points	The GDS discusses comprehensively why it is the most effective approach. There is full consideration of other strategic options and the reasons for their rejection. It clearly describes its approach.

Sub-element 4.4. Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)? [4 points]

This question examines whether the GDS has taken into account the negative or unintended impacts which may arise in its focus area due to its implementation. Points are awarded in the following way:

0 points	The GDS does not discuss unintended impacts which may arise due to its implementation.
2 points	The GDS includes a brief and shallow discussion of some unintended impacts which may arise due to its implementation.
4 points	The GDS includes a full discussion of the unintended impacts which may arise due to the implementation of the GDS, and this is supported by specific details or scenarios.

Element 5: Implementation and Accountability

Who is responsible for what?

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

5.2 Does it identify who will report on its progress?

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

5.4 Does it discuss whether the GDS will undergo a final review while it is active or once it is completed?

Sub-element 5.1. Does it identify who is responsible for implementing the GDS? [4 points]

This question examines whether the GDS clearly identifies who is responsible for the GDS and therefore who is accountable for its results. Points are awarded in the following way:

0 points	The GDS does not state the name of any person as being responsible for its results.
2 points	The GDS states the name of the person/people responsible for its results but is not signed.
4 points	The GDS provides the name and the signature of the person/people responsible for the GDS, and it is clear that this person/group is accountable for its results.

Sub-element 5.2. Does it identify who will report on its progress? [4 points]

This question examines whether the GDS outlines who will report on the progress of the GDS (whether it be an individual, department, organisation, etc.). This is important in order for a reader to understand whom they may contact regarding the progress of the GDS. Points are awarded in the following way:

0 points	There is no mention in the GDS of who will report on its progress.
2 points	The GDS states who will report on its progress, but provides no further details about them or their role in relation to the GDS.
4 points	The GDS clearly outlines who will report on the GDS, providing their details and their specific role in relation to the GDS.

Sub-element 5.3. Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames? [4 points]

This question examines whether the GDS discusses reporting of its progress. This is important as successful implementation of a GDS requires comprehensive progress reporting to ensure results are as intended, and if not, that there is adaptation. Points are awarded in the following way:

0 points	The GDS does not discuss how its progress will be reported.
2 points	The GDS discusses methods or time frames for reporting its progress but in limited detail.
4 points	The GDS refers comprehensively to methods and time frames for the reporting of its progress. Further, there is discussion of possible responses to a need for adaptation of the GDS.

Sub-element 5.4. Does it discuss whether the GDS will undergo a review once it is completed, updated or expired? [4 points]

This question examines whether the GDS has stated when and how it will be reviewed once its implementation is complete. Points are awarded in the following way:

0 points	The GDS does not refer to any arrangements for future review.
2 points	The GDS states that it will need to be reviewed, but there is no further detail as to how this will occur.
4 points	The GDS outlines in specific detail the arrangements for future review.

Element 6: Alignment and Authority

How does it align with the machinery of government?

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

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

6.3 Does it align with its department's annual report?

Sub-element 6.1. Does it discuss predecessors to the strategy and identify any lessons learnt from these? [4 points]

This question examines whether the GDS refers to any predecessors to the strategy. It focuses also on the GDS's discussion of lessons learnt from the success or failure of these strategic predecessors and whether it considers these lessons in the context of its goals. Points are awarded in the following way:

0 points	The GDS makes no reference to its predecessors or the strategic context in which it is situated.
2 points	The GDS refers to its predecessors (or to the wider strategic context if it has no predecessors); however, there is no discussion of the lessons learnt from these.
4 points	The GDS refers in comprehensive detail to its predecessors (or to the wider strategic context if it has no predecessors). It discusses the lessons learnt from these predecessors (or the wider strategic context) in relation to its goals.

Sub-element 6.2. Does it align with its department's statement of intent? [6 points]

This question examines the extent to which the GDS aligns with its department's statement of intent. The scoring for this question illustrates if the GDS has been referred to in its department's statement of intent explicitly, implicitly or not at all. Points are awarded in the following way:

0 points	The GDS is not referenced in its department's statement of intent.
3 points	The GDS is implicitly referenced in its department's statement of intent.
6 points	The GDS is explicitly referenced in its department's statement of intent.

If a GDS's department lacks a statement of intent, the GDS receives the average of the scores for sub-elements 6.1–6.4 (excluding the score for 6.2).

Sub-element 6.3. Does it align with its department's annual report? [6 points]

This question examines the extent to which the GDS aligns with its department's annual report. The scoring for this question illustrates if the GDS has been referred to in its department's annual report explicitly, implicitly or not at all. Points are awarded in the following way:

0 points	The GDS is not referenced in its department's annual report.
3 points	The GDS is implicitly referenced in its department's annual report.
6 points	The GDS is explicitly referenced in its department's annual report.

If a GDS's department lacks an annual report, the GDS receives the average of the scores for sub-elements 6.1 and 6.2.

Please note: For this analysis to remain up to date for each GDS as it remains on the *GDS Index* over the course of multiple years, it is necessary to re-analyse each GDS against the relevant corporate documents every time we do the analysis. This is to ensure that we are giving each GDS the most up-to-date analysis possible. This involves re-analysing the alignment sub-elements 6.2 and 6.3. Each government department's most up-to-date GDS will need to be printed out, and a PDF copy saved. The search is undertaken as described above.

In addition, scoring jointly held GDSs against element 6 means that the GDS is scored against the corporate documents of the government department it is listed under. As a result, jointly held GDSs may have different final scores.

Stage 2: Scoring GDSs using the scoring forms

In addition to the GDS scoring against the Scorecard, the scoring form (see Figure 8) also asked the following questions to gather information on the vision, strategic approach and strategy maps contained in the GDSs.

Vision (the end goal):
This is taken from the GDS, and is a close paraphrase to keep it concise. The page number is also provided for referencing purposes.

Strategic approach (the means to the end goal):
Both reviewers write up their understanding of the strategic approach. This is further edited and discussed until a final understanding is agreed.

Does the GDS contain a strategy map (an illustration of the strategic approach)?
The Institute considers that strategy maps could be better utilised. Our goal is to keep a record of these and benchmark progress over time. The objective is to identify an illustration that contains the objective, the actions and how they integrate towards bringing about change. The bar set for identifying where an illustration is a strategy map is set quite low. Both reviewers identify potential strategy maps. These are then copied into a hard copy folder. These are reviewed by other members of the team.

An output of the 2021 *GDS Index* is *Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps found in Government Department Strategies in Operation as at 31 December 2021*, documenting the strategy maps found in the 2021 *GDS Index*.

1. What is the aspirational statement? (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)	2. Strategic approach: describe the selected approach/strategy in one sentence. How does the department plan to use the broader environment in which it exists (element 1) to leverage its strengths and embrace its weaknesses (element 2) so that it can provide benefits in accordance with its vision (element 3)? (The means to the end goal. This text is generated by the McGuinness Institute.)	3. Does it contain a strategy map (an illustration of the strategic approach)?	4. If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	5. If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?	6. Additional comments

Government Department Strategy Scorecard (as at December 2021)

Reviewer: Title of GDS: Department: Review date: GDS number:	Actual Score	Possible Score	Page number(s) and comments
1. Opportunities and Threats *What is the external environment?*			
1.1 Does it identify potential opportunities going forward?		/4	
1.2 Does it identify potential threats going forward?		/4	
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?		/8	
2. Capabilities and Resources *What are the internal strengths and weaknesses?*			
2.1 Does it identify current and future capabilities (e.g., skills, partnerships/relationships etc)?		/4	
2.2 Does it identify what capabilities it does not have and needs to acquire or work around?		/4	
2.3 Does it identify current and future resources (e.g., financial)?		/4	
2.4 Does it identify what resources it does not have and needs to acquire or work around?		/4	
3. Vision and Benefits (Purpose) *What is the purpose?*			
3.1 Does it break down the purpose into a number of strategic goals/objectives that are tangible, specific and different from each other?		/8	
3.2 Does it identify who the beneficiaries are and how they will benefit?		/4	
3.3 Does it describe how success will be measured and over what time frame?		/4	
4. Approach and Focus (Strategy) *What choices and trade-offs have been made?*			
4.1 Does it divide the vision into a number of strategic goals/objectives that are tangible, specific and different from one another?		/4	
4.2 Does it identify a range of strategic options to solve the problem?		/4	
4.3 Does it clearly describe the chosen approach, outlining what it will and will not do?		/4	
4.4 Does it highlight the risks, costs, and benefits of the chosen pathway/approach (e.g., possible unintended consequences)?		/4	
5. Implementation and Accountability *Who is responsible for what?*			
5.1 Does it identify who is responsible for implementing the GDS?		/4	
5.2 Does it identify who will report on its progress?		/4	
5.3 Does it explain how progress will be reported (e.g., reports and statistics) and over what timeframe?		/4	
5.4 Does it discuss whether the GDS will undergo a review while it is active or once it is completed?		/4	
6. Alignment and Authority *How does it align with the machinery of government?*			
6.1 Does it discuss predecessors to the strategy and identify any lessons learnt from these?		/4	
6.2 Does it align with its department's statement of intent?		/6	
6.3 Does it align with its department's annual report?		/6	
TOTAL:		/96	

WORKSHEET 3

Worksheet 4: How to create the radar charts

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

> **Input**
> New Scorecard Excel
>
> **Process**
> See below
>
> **Outputs**
> This data is used to create the radar charts for the *Handbook*
> The *GDS Index* website is updated with PDFs of all profiles, as per the relevant *Handbook* page

Stage 1: How to make the radar chart

1. Open the Adobe Illustrator radar chart file. The easiest thing to do is open a file from last year's radar charts and 'Save As' using the new GDS number. Once the new file is made, the process can begin.

2. Title every new Adobe Illustrator (.ai) file with the date and the GDS number, for example '20190323 GDS001'. Save these in the appropriate folder on the S Drive. These radar charts do not need to be exported; they should remain .ai files.

3. Open the prepared Scorecard Excel containing the GDS's scores and average GDS score. This is where the data will be found. The best way to have the data displayed is in sector groupings so the radar charts in each sector can be made at the same time, meaning only one row of numbers needs to be replaced each time that particular sector is finished.

4. Unlock the text layer and change the GDS number on the bottom right corner (see below for image). Remember to lock this layer again. Check the file name and the GDS number in the corner are the same.

5. Click the blue fill layer and delete the current blue fill.

6. With the black cursor right-click on the radar diagram and click 'data'.

Figure 10: Stage 1 – Radar chart showing 'Data' detail
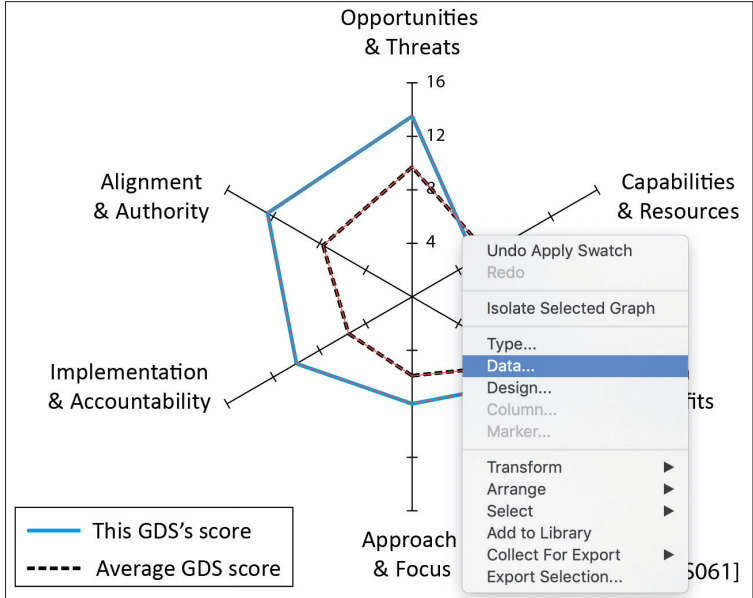
7. Transpose the row/column (second button from the left).

Figure 11: Stage 2 – Transpose the 'Data'

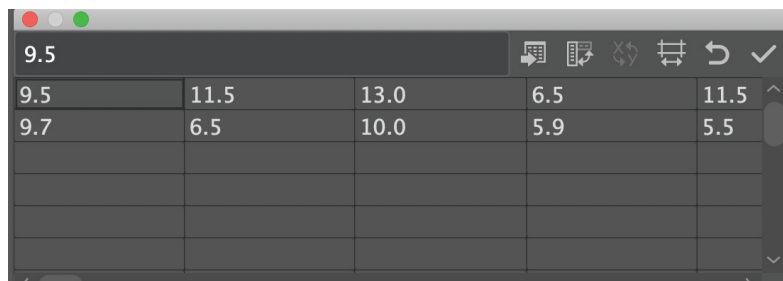| 13.5 | 9.7 |
5.5	6.5
12.0	10.0
8.0	5.9
10.0	5.5
12.5	7.7
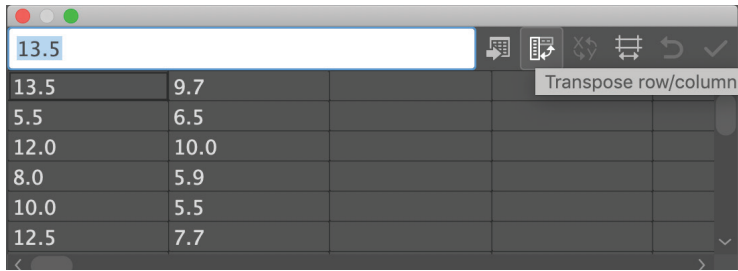
8. Add new data for each GDS. The top row will be the GDS scores and the bottom row is the average GDS score overall. The bottom row does not need to be changed after it has been inserted the first time as these numbers never change.
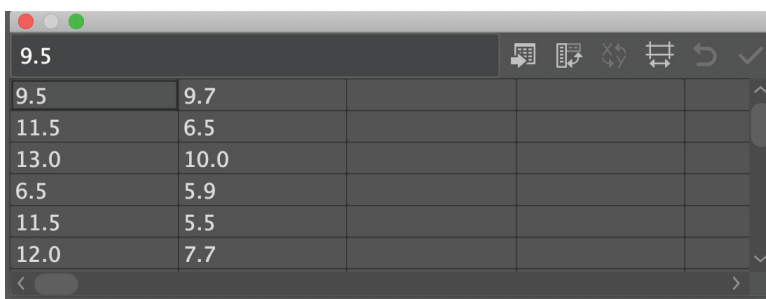
Figure 12: Stage 3 – Titles for 'Data'

| GDS score | | | | |
| GDS ave score | | | | |
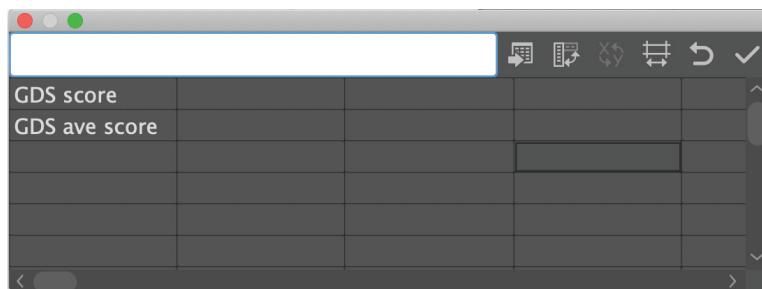
9. Transpose the row/column.

Figure 13: Stage 4 – Image of 'Data'

9.5

| 9.5 | 11.5 | 13.0 | 6.5 | 11.5 |
| 9.7 | 6.5 | 10.0 | 5.9 | 5.5 |

10. The final data box should look like this:

Figure 14: Stage 5 – Image prior to creating the radar chart

9.5

9.5	9.7
11.5	6.5
13.0	10.0
6.5	5.9
11.5	5.5
12.0	7.7

11. Click apply (the big tick in the top right corner).

12. Right-click radar diagram with black cursor.

13. Next, use the white cursor and hold down the Shift key to unselect the six lines for each of the data groups shown on the radar chart (i.e. this GDS and the average GDS score). It should look like this:

Figure 15: Stage 6 – Initial image before deleting excess data
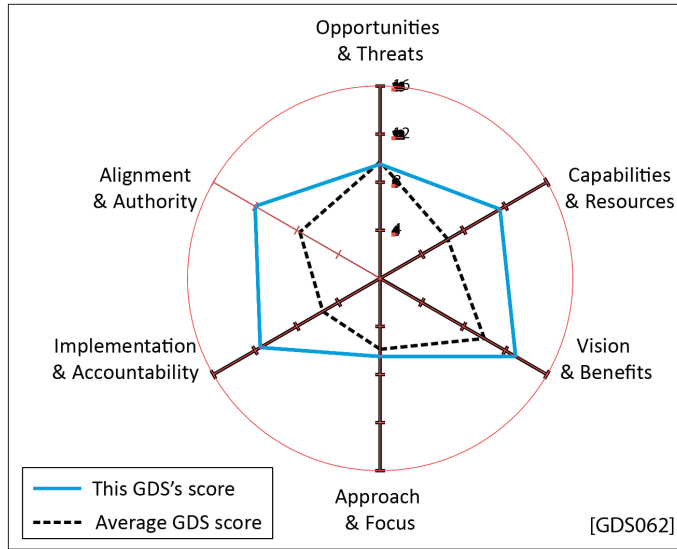
14. Now delete the rest of the radar chart.

15. Using the white cursor on the radar layer select the six blue lines while holding down the shift key (The GDS's score).

Figure 16: Stage 7 – Image after deleting excess data
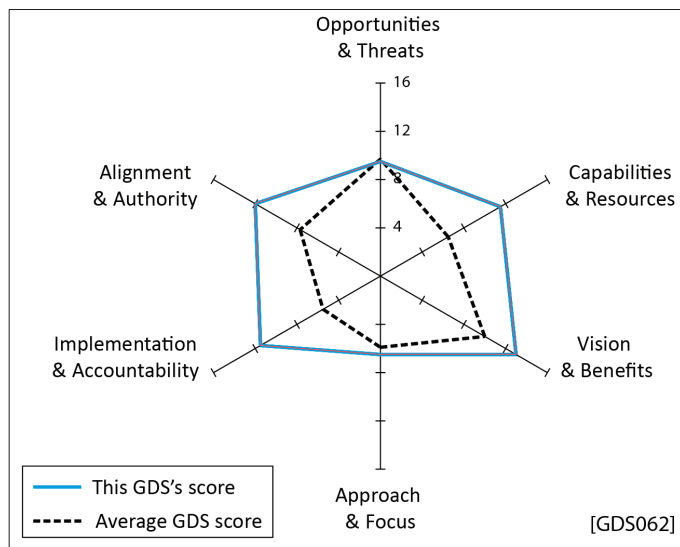
Copy the blue line then switch to the blue fill layer.

Press Command + Alt + Shift + V which will paste the six lines in the exact same place on the new layer.

16. On the blue fill layer right-click on the radar chart and select join. Blue circles will appear on the inside on the blue lines.

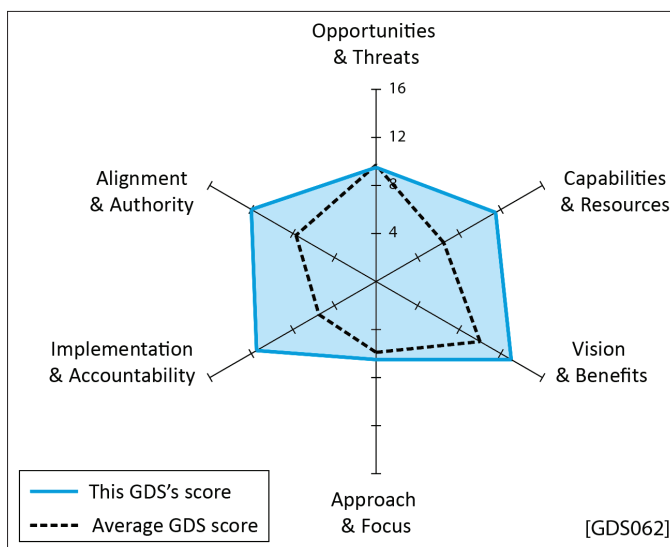**Figure 17: Stage 8 – Copying and joining the GDS score lines**
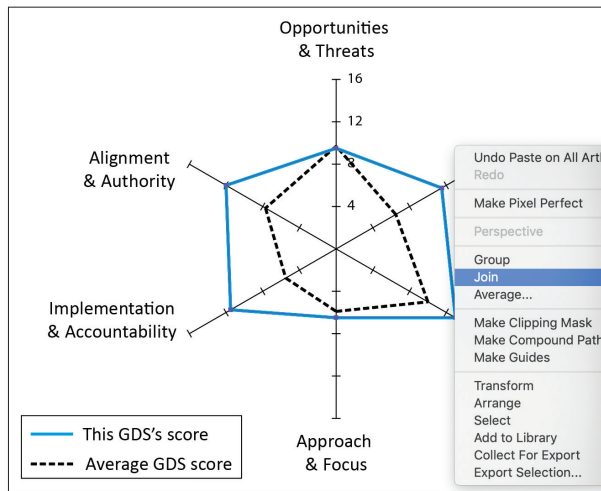
17. Fill this with light blue.

Figure 18: Stage 9 – Filling the unique GDS score
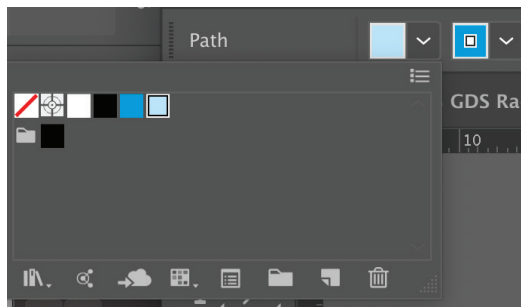
18. The final radar chart will look like this:

Figure 19: Stage 10 – Final radar chart

19. Save the .ai file.

20. 'Save As' with the new GDS number as the file name and repeat the above steps.

WORKSHEET 4

Stage 2: How to insert the radar chart into the *Handbook* and working papers

Preparing file to be merged

1. 'Save As' a copy of the Scorecard Excel and save file name as '[today's date] data for radars'.

2. Double-check the new saved file is being used, not the master copy.

3. Delete all rows and columns that are not needed. Do not hide these.

4. Delete the header row so that the shorter headings row is in row 1.

5. Save document as a CSV file.

Merging the file

This is to be done by the designer in InDesign and Illustrator.

1. The radar charts will need to be entered into each page of the *Handbook*.

2. Each radar chart must be checked to ensure data is correct and no random symbols appear (this will be the case for macrons, en dashes and any other symbol that is usually inserted).

3. Once the files have been checked and finalised they can be saved individually.

4. Save each file name with the GDS number (not the strategy name) as '[today's date] GDS XXX final radar'.

Worksheet 5: How to determine what sector a department belongs to

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

The term 'government departments' comes from the Public Service Act 2020.[9] Schedule 2 lists all 32 departments that are currently in existence (see Appendix 2).

The term 'sectors' comes from the ten sectors mentioned within the Treasury's annual Budget (see endnote 3). Government departments are grouped across the ten sectors, with the exception of two. Both the Ministry of Business, Innovation and Employment and Ministry of Justice's vote straddles two sectors (see Table 36 opposite for list of government departments within each sector).

Table 5: List of sectors and their respective government departments as at 2021 Budget[10]

*Note: * means the department covers two sectors*

1. Economic Development and Infrastructure Sector	2. Education and Workforce Sector	3. Environment Sector	4. External Sector	5. Finance and Government Administration Sector	6. Health Sector	7. Justice Sector	8. Māori Affairs Sector	9. Primary Sector	10. Social Services and Community Sector
Ministry of Business, Innovation and Employment*	Ministry of Business, Innovation and Employment*	Department of Conservation	New Zealand Customs Service	Government Communications Security Bureau	Ministry of Health	Department of Corrections	Ministry of Justice*	Land Information New Zealand	Ministry for Culture and Heritage
Ministry of Transport	Education Review Office	Ministry for the Environment	Ministry of Defence	Inland Revenue Department		Crown Law Office	Ministry of Māori Development – Te Puni Kōkiri	Ministry for Primary Industries	Ministry of Housing and Urban Development
	Ministry of Education		Ministry of Foreign Affairs and Trade	Department of Internal Affairs		Ministry of Justice*			Oranga Tamariki - Ministry for Children
	Te Kāhui Whakamana Rua Tekau mā Iwa – Pike River Recovery Agency			New Zealand Security Intelligence Service		Serious Fraud Office			Ministry for Pacific Peoples
				Department of the Prime Minister and Cabinet					Ministry of Social Development
				Public Service Commission					Ministry for Women
				Statistics New Zealand					
				The Treasury					

Worksheet 6: How to search statements of intent and annual reports

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

The process of searching for GDSs in statements of intent and annual reports is to evaluate the transparency of government departments with their strategies.

Step 1
Text search for the title of a GDS in its respective owner's statement of intent and annual report. The Institute used the most recently published statements of intent and annual reports, most of which were for the year ended 30 June 2021. First search for the full title of the GDS. If no results are found, type in key words from the GDS title. Then analyse the results using the Institute's definitions of explicit mentions and implicit mentions of GDSs. See the Glossary on page 22. If the statement of intent or annual report has an explicit mention, a score of 6 is given; implicit mentions received a score of 3; no mention, 0. See our Scorecard. For each explicit or implicit mention, note down the page number(s). If an explicit mention of a GDS is found, it is not necessary to search for implicit mentions.

Step 2
Repeat process for all operational GDSs.

Worksheet 7: How to create the legislation folder

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

Not all GDSs are required by legislation to be prepared, hence the difference between legally required strategies and those that are not provides some interesting insights.

Input
Parliament website list of legislation

Process
See below

Outputs
List of legislation mentioning strategy to be analysed

Stage 1: Generate data set
Key terms relating to legislation can be searched on the New Zealand Parliament website. From here, go to the advanced search function, and inside the content box, enter the word 'strategy'. Be sure to tick the 'apply stemming box' to ensure that related terms are also included in search results. Enter all types and principal Acts in force, then click search to generate findings.

Figure 20: Steps required to generate accurate search results[7]
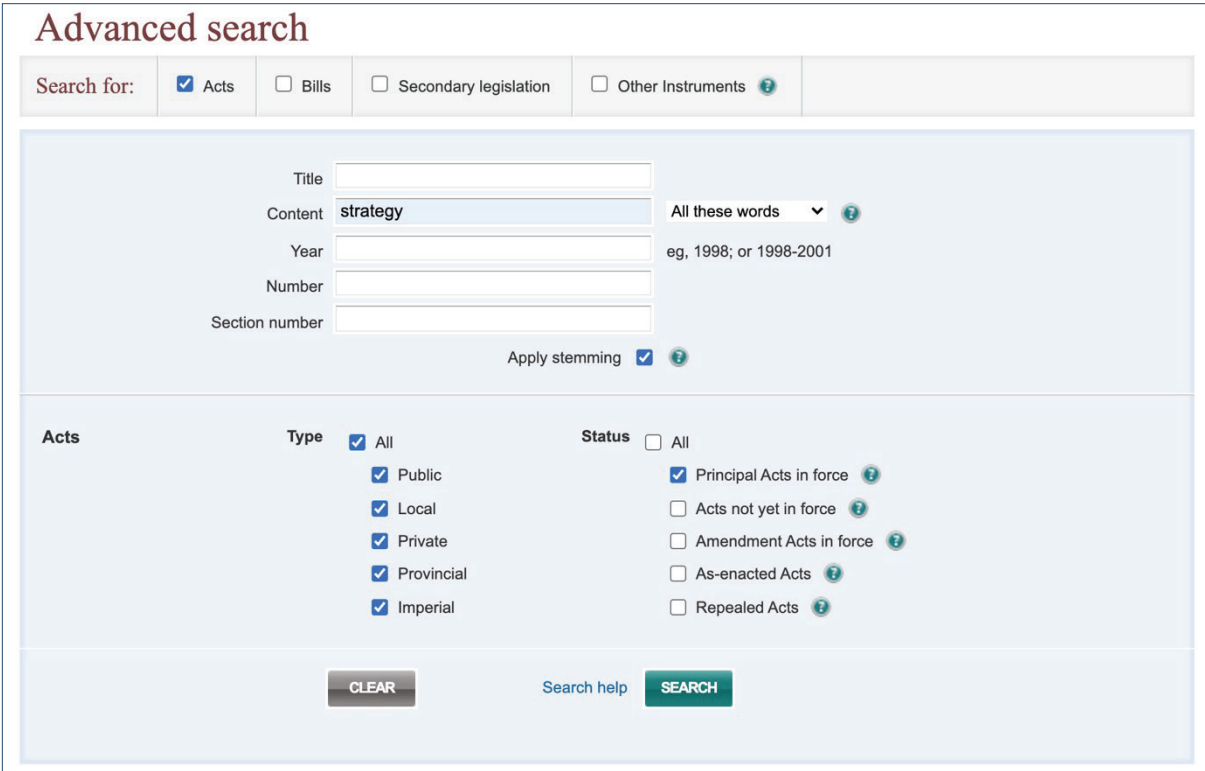
Stage 2: Compose screenshot documents
All pieces of legislation that mention strategy will be listed in a table under the search results. To locate the appropriate text, select an Act and scan the document for the term 'strategy' within the document – these will be highlighted in yellow. Take a screenshot of each mention, and in a Word document, import all screenshots of the relevant Act using the 'insert pictures' function. Be sure to include the number of mentions, the location of the Act, and a screen capture of the title piece of legislation. Repeat this process for each Act that mentions 'strategy' from the search table.

WORKSHEET 7

Figure 21: Example of 'strategy' content search on the New Zealand Legislation website[8]

Stage 3: Prepare hard copy folder

Print a colour copy of each strategy screenshot Word document and place within a hard copy folder. This stage of the process is now complete and is ready to be used for analysis.

WORKSHEET 7

Worksheet 8: How to search within GDSs for mentions of the term 'Act'

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

Step 1: Arrange PDFs of all operational GDSs into folders by government department (organised by publication date – in this case, using generated GDS numbers following the system GDSXX-YY, XX being the department number and YY being the given number based on publication date).

Step 2: Use the advanced search function in Adobe Acrobat, found under the edit tab in the top ribbon, to search the PDFs for the term 'Act'. Select the options for 'whole words only' and 'case sensitive'.

Step 3: Sort the PDFs by filename to retain order of publication date and review each result for the term 'Act' in each PDF.

Step 4: Acts that are referred to in a GDS are searched to see if they led to the development of that GDS. If so, the section and title of the Act are recorded, as well as a brief comment. If not, the next result is checked. In either case record the page numbers where the PDF uses the term 'Act'.

Step 5: For Acts that are referred to and that led to the development of the GDS, search the Acts to see if the specific GDS is required by law. If so, the section that requires this and title of the Act are also recorded.

Worksheet 9: How to update the operational GDS table on the McGuinness Institute website

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

Input
Operational GDS table (exported from TablePress)
Master Excel (from researchers)

Process
Below

Outputs
Updated TablePress table (imported back into TablePress as a CSV file)

The operational GDS table found on TablePress can be exported, updated with new data, and then imported back into TablePress. This process minimises the risk of information being carried over incorrectly from the Master Excel to the TablePress table. It also minimises the number of GDS datasets, lessening the chance of discrepancies between them.

Step 1 – Exporting the table off TablePress

1. Open the table that needs to be updated in TablePress.

2. Select the 'export' tab from the top menu.

3. In the list provided, select the table you are wanting to export and update (it is important to make sure you are selecting the correct table – remember to check both the table ID and title is correct before exporting or making any changes).

4. For 'export format', select: *CSV – Character-Separated Values*
   For 'CSV Delimiter', select: *, (comma)*

5. Select 'download export file'. This will download a file of the TablePress table to your local download files on your computer (this does not delete or change the table on TablePress).

Figure 22: Exporting a table from TablePress
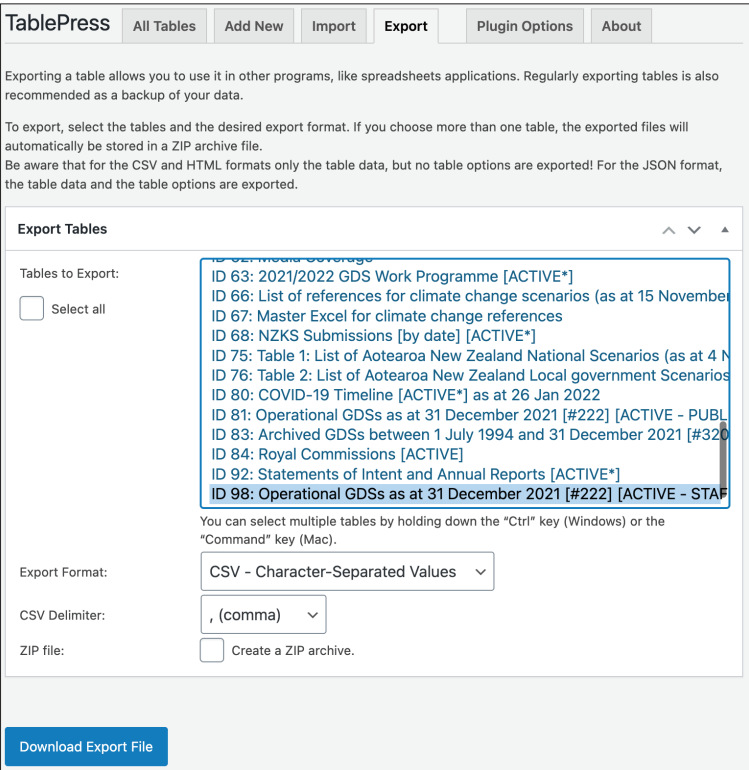
Step 2 – Formatting the CSV files

6. Download a copy of the most recent Master Excel to your computer and open (make sure you are working on a copy of the most recent Master Excel so that you do not accidentally edit the working copy).

7. Delete any unnecessary header rows from the copy of the Master Excel so they are not carried across to the TablePress file (there should only be one header row in each file).

8. In the Master Excel, select File > Save as > [file name] > File format: CSV.
Close the Master Excel and open the Master Excel CSV.

9. Both the TablePress file and Master Excel CSV should have the same number of rows, equalling the number of operational GDSs plus one header row (e.g. 221 rows of operational GDS + 1 header row = 222 rows).

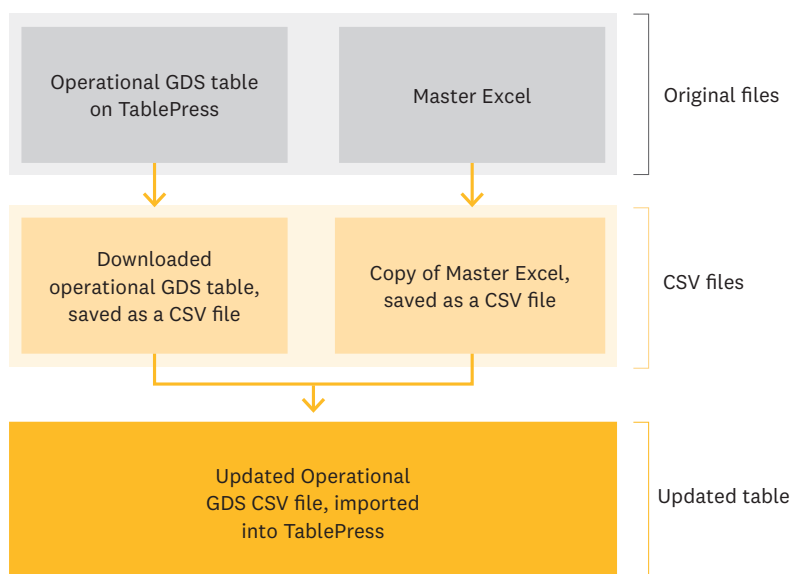## Step 3 – Inserting new data into the TablePress file

10. In the Master Excel CSV, select the letter of the entire column you would like to transfer into the TablePress file and press cmd+C to copy.

11. Select the letter of the column in the TablePress file that you would like to enter this data into, and paste (cmd+V).

12. Check that data has been inserted into the correct column, and that the rows align correctly.

13. In the TablePress file, Select File > Export to > CSV

14. In the export dialogue box, 'Include table names' should be unticked.
Select 'next' and save the TablePress CSV as a new file with the date, time and version (if applicable). The original, downloaded TablePress file must be kept to archive on SharePoint.

Step 4 – Importing new table to TablePress

15. Open the TablePress browser and select the 'import' tab.

16. Under 'import source', select: *File upload*
Select 'choose file' and select the updated TablePress CSV that has just been saved.
Under 'import format', select: *CSV – Character-Separated Values*
Under 'add, replace or append?', select: *Replace existing table*
Select the table that is being replaced and select 'import'.

17. Add 'last updated [date] [time]' in the description to keep track of when changes have been made.

18. Check that the table has imported correctly and that there are the correct number of rows (which will be the number of operational GDSs + 1 header row).

As this process replaces the table, it is important that you always keep a file of the original table. These files can be kept in archive on SharePoint as a backup.

Figure 23: Process for updating a TablePress table

| | | Original files |
| Operational GDS table on TablePress | Master Excel | |

| Downloaded operational GDS table, saved as a CSV file | Copy of Master Excel, saved as a CSV file | CSV files |

| Updated Operational GDS CSV file, imported into TablePress | Updated table |

WORKSHEET 9

Appendix 1:
List of documents excluded from the 2021 GDS Index OIA process (32 documents, including those jointly held)

Appendix 1: List of documents excluded from the 2021 GDS Index OIA process (32 documents, including those jointly held)

Table 6: List of excluded documents generated from the 2021 GDS Index OIA process (32 documents, including those jointly held)

Department	Document title	Reason for rejection*
Department of Internal Affairs	*Digital Identity Programme*	Criterion 1: Not able to be found on DIA website.
Department of Internal Affairs	*Flourishing ethnic diversity; thriving New Zealand*	Criterion 7: It is a strategic intentions document.
Department of Internal Affairs	*Gambling Group purpose*	Criterion 3: Does not contain long-term thinking or set out how they will achieve their goal.
Department of Internal Affairs	*Web Accessibility Guidance Project*	Criterion 1: Not able to be found on DIA website.
Ministry for Culture and Heritage	*Koromakinga Rautaki Strategic Intentions 2021–2025*	Criterion 7: It is a strategic intentions document.
Ministry for Culture and Heritage	*Pacific Arts Strategy 2018–2020*	Criterion 4: Is not published by the department or one of its agencies.
Ministry for Pacific Peoples	*All-of-Government Pacific Wellbeing Strategy*	Criterion 4: It is a Cabinet paper.
Ministry for Pacific Peoples	*Strategic Intentions 2019–2024*	Criterion 7: It is a strategic intentions document.
Ministry for Primary Industries	*Biosecurity 2025 Implementation Plan*	Criterion 3: As discussed in Section 2.3, Example 2.
Ministry for the Environment	*National Policy Statement on Urban Development 2020* (jointly held between MfE and MHUD)	Criterion 3: Does not explain how the vision will be achieved.
Ministry for the Environment	*New Zealand's updated National Implementation Plan under the Stockholm Convention on Persistent Organic Pollutions*	Criterion 3: As discussed in Section 2.3, Example 2.
Ministry for the Environment	*Statement of Intent 2020–2025*	Criterion 7: It is a statement of intent.
Ministry of Business, Innovation and Employment	*Digital Technologies Draft Industry Transformation Plan 2022–2032*	Criterion 1: It is published outside the timeframe (published January 2022).
Ministry of Business, Innovation and Employment	*Draft Five Year Spectrum Outlook 2022–2026*	Criterion 1: It was published in draft in December 2021 and has not yet been published in final, so outside the timeframe.
Ministry of Business, Innovation and Employment	*Former Refugees, Recent Migrants and Ethnic communities Employment Action Plan*	Criterion 1: It is published outside the timeframe (published March 2022).
Ministry of Business, Innovation and Employment	*Harm Reduction Action Plan*	Criterion 4: It is not published by the department or one of its agencies.

Department	Document title	Reason for rejection*
Ministry of Business, Innovation and Employment	*Older Workers Employment Action Plan*	Criterion 1: It is published outside the timeframe (published April 2022).
Ministry of Business, Innovation and Employment	*Towards a Digital Strategy for Aotearoa/Te Koke ki tētahi Rautaki Matihiko mō Aotearoa*	Criterion 1: It is a discussion document designed for consultation that will over time become a strategy.
Ministry of Business, Innovation and Employment	*Traumatic Brain Injury Strategy and Action Plan 2017–2021*	Criterion 4: It is not published by the department or one of its agencies.
Ministry of Education	*Statement of Intent 2021–26*	Criterion 7: It is a statement of intent.
Ministry of Foreign Affairs and Trade	*Autonomous weapons systems: New Zealand policy position and approach for international engagement*	Criterion 4: It is a Cabinet paper.
Ministry of Foreign Affairs and Trade	*New Zealand Disarmament Strategy 2021–2022*	Criterion 6: Its duration is less than two years.
Ministry of Foreign Affairs and Trade	*New Zealand's Pacific Engagement: From Reset to Resilience*	Criterion 4: It is a Cabinet paper.
Ministry of Housing and Urban Development	*National Policy Statement on Urban Development 2020* (jointly held between MfE and HUD)	Criterion 3: It does not explain how the vision will be achieved.
Ministry of Justice	*Our Strategy*	Criterion 3: Does not explain how the vision will be achieved.
Ministry of Māori Development – Te Puni Kōkiri	*He Takunetanga Rautaki Strategic Intentions 2020–2024*	Criterion 7: It is a strategic intentions document.
Ministry of Transport	*He Rautaki Takunetanga – Strategic Intentions 2021–25*	Criterion 7: It is a strategic intentions document.
Ministry of Transport	*New Zealand Search and Rescue Strategic Plan 2021 –2024*	Criterion 4: It is not published by the department or one of its agencies.
Ministry of Transport	*Transport System Regulatory Stewardship Plan 2019–2022*	Criterion 3: As discussed in Section 2.3, Example 1.
New Zealand Customs Service	*Inclusion and Diversity*	Criterion 6: The duration is less than two years.
Statistics New Zealand	*Stats NZ Refreshed Strategy*	Criterion 2: It was released under the OIA.
Statistics New Zealand	*Stats NZ's statement of strategic intentions 2021–2025*	Criterion 7: It is a strategic intentions document.

*Note: Reasons for exclusion refers to our definition of a GDS.

Appendix 2:
List of government departments (Public Service Act 2020)

Appendix 2: List of government departments (Public Service Act 2020)

Figure 24: Public Service Act 2020

PARLIAMENTARY COUNSEL OFFICE
TE TARI TOHUTOHU PĀREMATA

New Zealand Legislation
Public Service Act 2020

- Warning: Some amendments have not yet been incorporated

Schedule 2
Public service agencies

ss 23, 26, 33

Part 1
Departments

Crown Law Office
Department of Conservation
Department of Corrections
Department of Internal Affairs
Department of the Prime Minister and Cabinet
Education Review Office
Government Communications Security Bureau
Inland Revenue Department
Land Information New Zealand
Ministry for Culture and Heritage
Ministry for Pacific Peoples
Ministry for Primary Industries
Ministry for the Environment
Ministry for Women
Ministry of Business, Innovation, and Employment
Ministry of Defence
Ministry of Education
Ministry of Foreign Affairs and Trade
Ministry of Health
Ministry of Housing and Urban Development
Ministry of Justice
Ministry of Māori Development—Te Puni Kōkiri
Ministry of Social Development
Ministry of Transport
New Zealand Customs Service
New Zealand Security Intelligence Service
Oranga Tamariki—Ministry for Children
Public Service Commission
Serious Fraud Office
Statistics New Zealand
Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency
The Treasury

The Treasury

Part 2
Departmental agencies and host departments

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

Departmental agency	Host department	Chief executive may operate outside strategic and policy framework of host department (*see* section 24(2)(a))	Chief executive may manage assets and liabilities (*see* section 24(2)(b))
Cancer Control Agency	Ministry of Health		
Health New Zealand	Ministry of Health	✓	
Māori Health Authority	Ministry of Health	✓	
Ministry for Ethnic Communities	Department of Internal Affairs		
National Emergency Management Agency	Department of the Prime Minister and Cabinet		
Office for Māori Crown Relations—Te Arawhiti	Ministry of Justice		
Social Wellbeing Agency	Public Service Commission		

Schedule 2 Part 2 Health New Zealand: inserted, on 1 September 2021, by clause 4 of the Public Service (Health New Zealand and Māori Health Authority) Order 2021 (LI 2021/186).

Schedule 2 Part 2 Māori Health Authority: inserted, on 1 September 2021, by clause 4 of the Public Service (Health New Zealand and Māori Health Authority) Order 2021 (LI 2021/186).

Schedule 2 Part 2 Ministry for Ethnic Communities: inserted, on 1 July 2021, by clause 3 of the Public Service (Ministry for Ethnic Communities) Order 2021 (LI 2021/75).

Part 3
Interdepartmental executive boards and servicing departments

Interdepartmental executive board	Departments in board's remit (*see* section 26(2)(b))	Servicing department
Border Executive Board	Ministry of Business, Innovation, and Employment	New Zealand Customs Service
	Ministry of Foreign Affairs and Trade	
	Ministry of Health	
	Ministry for Primary Industries	
	Ministry of Transport	
	New Zealand Customs Service	
Executive Board for the Elimination of Family Violence and Sexual Violence	Department of Corrections	Ministry of Justice
	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	
	Public Service Commission	
Strategic Planning Reform Board	Department of Conservation	Ministry for the Environment
	Department of Internal Affairs	
	Ministry for Culture and Heritage	
	Ministry for Primary Industries	
	Ministry for the Environment	
	Ministry of Business, Innovation, and Employment	
	Ministry of Housing and Urban Development	
	Ministry of Māori Development—Te Puni Kōkiri	
	Ministry of Transport	
	Office for Māori Crown Relations—Te Arawhiti	
	The Treasury	

Schedule 2 Part 3: amended, on 24 March 2022, by clause 4 of the Public Service (Executive Board for the Elimination of Family Violence and Sexual Violence) Order 2022 (SL 2022/25).

Schedule 2 Part 3: amended, on 29 April 2021, by clause 3 of the Public Service (Strategic Planning Reform Board) Order 2021 (LI 2021/54).

Schedule 2 Part 3: amended, on 11 January 2021, by clause 3 of the Public Service (Border Executive Board) Order 2020 (LI 2020/307).

Part 4
Interdepartmental ventures

Interdepartmental venture	Relevant departments (*see* section 33(2)(b))

No interdepartmental ventures have been established as at the date of enactment.

Appendix 3:
List of GDS Index publications between 2014 and 2022

Appendix 3: List of GDS Index publications between 2014 and 2022

Table 7: List of GDS Index publications between 2014 and 2022

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

Working paper title	Publication date	GDS Index
GDSs as at 31 December 2021 (cont.)		
2022/05 – Best Practice: Guidance for Policy Analysts Preparing Government Department Strategy Documents	June 2022	2021 *GDS Index*
Working Paper 2022/06 – Strategy Maps: Copies of All Strategy Maps Found in Government Department Strategies in Operation as at 31 December 2021	June 2022	2021 *GDS Index*
Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021	June 2022	2021 *GDS Index*
Working Paper 2022/08 – Analysis of Poverty in Government Department Strategies as at 31 December 2021	June 2022	2021 *GDS Index*
2021 Government Department Strategies Index Handbook – He Puna Rautaki	June 2022	2021 *GDS Index*

Endnotes

1   In 2011, the Institute hosted StrategyNZ (see McGuinness Institute. (n.d.). *StrategyNZ*. Retrieved 4 August 2022 from www.mcguinnessinstitute.org/policy-projects/ strategy-nz). This event brought together over 100 people from throughout New Zealand, with the aim of exploring an overarching strategy for New Zealand. The idea that most resonated with participants was Sir Paul Callaghan's idea of making New Zealand 'a place where talent wants to live'. This thinking led to our StrategyNZ project and our TalentNZ initiative. For more information about TalentNZ, see McGuinness Institute. (n.d.). *TalentNZ*. Retrieved 4 August 2022 from www.mcguinnessinstitute. org/projects/talent-nz

2   For more on the GDS Index, including viewing each of the operational GDSs, please see the McGuinness Institute website at www.mcguinnessinstitute.org/policy-projects/strategy-nz/gds-index

3   Learn more about the government's latest approach: see The Treasury (April 2017). *Government Expectations for Good Regulatory Practice*. Retrieved 21 February 2022 from https://www.treasury.govt.nz/sites/default/files/2015-09/good-reg-practice.pdf

4   Department of the Prime Minister and Cabinet (DPMC). (23 December 2021). *Disestablishment of CERA*. Retrieved 23 February 2022 from https://dpmc.govt.nz/our-programmes/greater-christchurch-recovery-and-regeneration/greater-christchurch-group/roles-and-responsibilities/disestablishment-cera

5   See Treasury website for a list of government departments that are required to publish regulatory stewardship documents, see The Treasury. (18 May 2020). *Regulatory System Reporting*. Retrieved 4 August 2022 from https://www.treasury.govt.nz/information-and-services/regulation/regulatory-stewardship/keeping-regulation-fit-purpose/regulatory-system-reporting

6   'In September 2019, Cabinet considered public finance system modernisation and strategic planning. It agreed to stop requirements for Four Year Plans, and noted Ministers should have certain expectations for all agency strategic planning and reporting processes.' See Te Kawa Mataaho Public Service Commission (27 May 2021). *Four Years Planned – [archived]*. Retrieved 21 February 2022 from https://www.publicservice.govt.nz/role-and-purpose/public-service-history/

7   See the Parliamentary Counsel Office New Zealand Legislation website's 'Advanced search' function: legislation.govt.nz/searchadvanced.aspx

8   See the Parliamentary Counsel Office New Zealand Legislation website's 'Advanced search' function: legislation.govt.nz/searchadvanced.aspx

9   See the Budget 2021 documentation: The Treasury (n.d.). *Budget Documents by Sector*. Retrieved 21 February 2022 from https://budget.govt.nz/budget/2022/by/sector/index.htm

10   See the Budget 2021 documentation: The Treasury (n.d.). *Budget Documents by Sector*. Retrieved 21 February 2022 from https://budget.govt.nz/budget/2021/by/sector/index.htm