

# Government Department Strategies Index Handbook

He Puna Rautaki  
as at 31 December 2023





# **Government Department Strategies Index Handbook**

## He Puna Rautaki

GDSs in operation as at 31 December 2023

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

— New Zealand physicist, Ernest Rutherford

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If risk assessment does not take into account what is and is not practically feasible, it is an academic exercise distant from those on whom it will ultimately have an impact. This is what happened in the UK.

— UK COVID-19 Inquiry Module 1 (2024) (p. 74)

---

One of the key findings of that 2013 [*Good to Great*] report was that the best performing agencies are clear about their role and purpose, enjoy strong internal leadership, and as a result can enlist the active support of all those outside the agency who are necessary to that agency, delivering the most it can for New Zealanders.

— Iain Rennie, State Services Commissioner  
(now Secretary and Chief Executive to the Treasury),  
cited in *Getting to Great* (2014) (p. i)

---

One day some historian will look back and say how remarkable it was that these strange folk who called themselves 'Americans' [read New Zealanders] ever governed themselves at all, given how they went about it. Inside the government were all these little boxes. The boxes had been created to address specific problems as they arose. 'How to ensure our food is safe to eat,' for instance, or 'how to avoid a run on the banks,' or 'how to prevent another terrorist attack.' Each box was given to people with knowledge and talent and expertise useful to its assigned problem and, over time, those people created a culture around the problem, distinct from the cultures in the other little boxes. Each box became its own small, frozen world, with little ability to adapt and little interest in whatever might be going on inside the other boxes. People who complained about 'government waste' usually fixated on the other ways taxpayer money got spent. But here was the real waste. One box might contain the solution to a problem in another box, or the person who might find that solution, and the second box would never know about it.

— Michael Lewis, *The Premonition* (2021) (pp. 78–79)

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Not just an extraordinary adviser, but an extraordinary do-er. Endlessly intellectually curious. Always looking for the answer. Never stopping until he found the solution to the knottiest of problems. Whatever the issue was, Jeremy [Heywood] would sort it ... the greatest public servant of our time.

— Theresa May, cited in *What does Jeremy think?* (2021) (p. 521)

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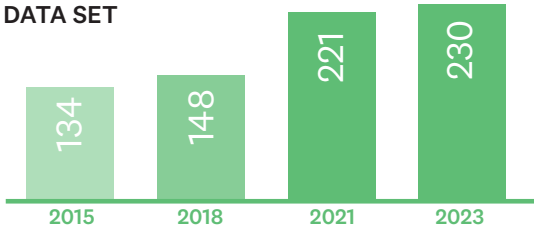
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# 2023 GDS Index: By the numbers

· GDSs – government department strategies · 636 GDSs published since July 1994 · 230 GDSs in operation

## DATA SET



**230** GDSs were in operation as at 31 December 2023.

In 2021, 221 GDSs were in operation.

**116** of operational GDSs had strategy maps.

In 2021, 77 GDSs had strategy maps.

**636** GDSs have been published since 1994.

## 25 years

is the age of the oldest GDS: *Karst Management Guidelines – Policies and Actions* (May, 1999). It was retrospectively added to the 2023 index.

In 2021, the oldest GDS was MOH's *Reduced Waiting Times for Public Hospital Elective Services* (2000).



## CONTENT

**19%** of operational GDSs (44 out of 230) were held by one department – MOH.

In 2021, 22% of operational GDSs (48 out of 221) were held by one department – MOH.

**348** pages was the longest: *Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan* (May 2022).

In 2021, the longest GDS was 193 pages: *MoH's Influenza Pandemic Plan: A framework for action*.

## ACCOUNTABILITY

**14%**



of operational GDSs (32 out of 230) have a legal relationship of some form in New Zealand law by either being required (must) to be published or can be published (may).

**37** GDSs are jointly held.

The departments that collaborated most were DOC and MPI (both 5).

In 2021, 33 GDSs were jointly held. The departments that collaborated most were DOC, MBIE and MPI.

**5** departments did not hold any operational GDSs.

They are Crown Law Office, Government Communications Security Bureau, Ministry for Culture and Heritage, New Zealand Security Intelligence Service and the Serious Fraud Office. In 2021, 6 departments did not hold any operational GDSs.



**39%** of operational GDSs (89 out of 230) were signed by the Crown only.

In 2021, 44% of operational GDSs (98 out of 221) were signed by the Crown only.

**37%** of operational GDSs (84 out of 230) were not signed at all.

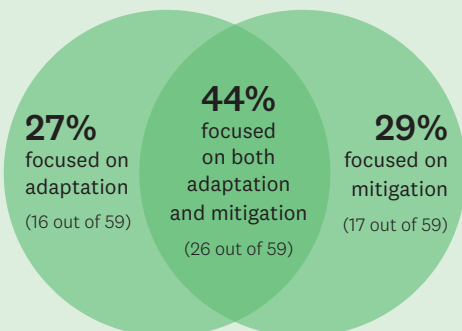
In 2021, 32% of operational GDSs (70 out of 221) were not signed at all.

## GDS BY CLIMATE

**56%** (129 out of 230) of all operational GDSs did not make a mention of climate change.

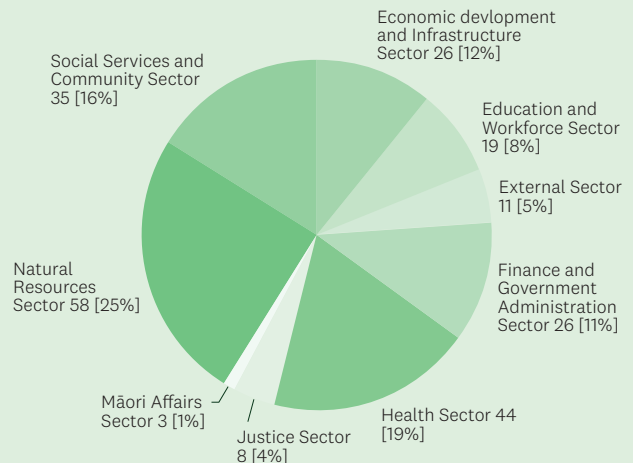
In 2021, 67% of operational GDSs (148 out of 221) did not make a mention of climate change.

**26%** (59 out of 230) show some form of climate intelligence (i.e. a basic or detailed response to climate change impacts):



## GDS BY SECTOR

GDSs in operation as at 31 December 2023





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## Preface

This is our fourth GDS Index. The Institute has continually raised concerns over the government's inability to identify, execute and review these key strategic documents. They are expensive instruments to create and costly to replace – they deserve our attention.

The Public Service Act 2020 promises New Zealanders that chief executives will pursue and protect the long-term public interest, facilitate active citizenship, collaborate with other public service agencies, undertake long-term thinking, deliver goods and services efficiently and economically, and consider how effectively those goods or services contribute to the intended outcomes (see, for example, ss 11, 12 and 52 of the Act).

From our experience, most chief executives of government departments are failing to use strategy to deliver long-term public benefits. At the same time, Parliament is failing to seek regular reviews from chief executives on the extent to which their strategies are working, requiring a refresh or needing to be replaced.

In times of significant change, strategies need to be frequently refreshed to ensure costs, risks and benefits align with the needs of the wider public.

One of the key lessons from the UK COVID-19 Inquiry is the importance of ensuring risk assessment is not simply an academic exercise. The report states: 'If risk assessment does not take into account what is and is not practically feasible, it is an academic exercise distant from those on whom it will ultimately have an impact.'

Strategy is hard work; it requires a critical examination of capabilities, resources and capacity and a deep understanding of the future costs, risks and benefits. The challenge is then to match ambition with reality. Government department strategies (GDSs) are documents prepared and published by government departments to link ambition to execution. Strategies explain how we execute purpose (as shown in the strategy pyramid on p. 11). They are designed to enable citizens to read, reflect, support and, ideally, engage in public policy issues, ultimately working together to improve outcomes for all.

At a time when New Zealand's infrastructure is failing, our healthcare system is in crisis and climate change is forcing the relocation of communities, our current approach of ignoring strategy (and these strategic documents) is illogical, costly and a major missed opportunity by leaders who wish to bring about durable, cost-effective change.

Four major recommendations from previous GDS indexes have been updated below. If you are interested in learning more, please read *Working Paper 2024/08: Methodology for the 2023 Government Department Strategies Index*, which is on our web page, titled GDS Index. While the methodology explains how and why this research was undertaken, this Handbook, in contrast, explains what we found.

### **1. The House of Representatives should find a better way to communicate and report on government priorities, goals and targets.**

The House should agree to establish a consistent place where citizens can find a list of government priorities. Although priorities, goals and targets are often mentioned in the Budget speech or in the press, the reality is that they frequently change and are not always easy to find, review or compare across governments.

### **2. The Ministry for Regulation Te Manatū Waeture and/or Te Kawa Mataaho Public Service Commission should maintain a central register of GDSs, a consultation timeline for members of the public, and guidance on how government departments can improve GDS content.**

As GDSs are designed to address significant issues of their day, we believe there is considerable historical value in learning lessons from past strategies. However, this information is often lost in the current system because non-operational GDSs are removed from websites and there is no central register.

### **3. The Minister of Climate Change should require all 230 GDSs to be reassessed to take into account the impacts of climate change before 1 July 2025.**

In this index, we have included a special focus on climate change. See *Working Paper 2024/09: Climate change mentions in government department strategies in operation as at 31 December 2023*.

### **4. Government departments should identify GDSs in operation in their annual report.**

Thank you to government department officials for their assistance, patience, and interest in our work. We hope that we have honoured the hard work of those writing strategy documents in government and that this Handbook helps to continue the conversation around GDSs and their capacity to drive change.



Wendy McGuinness  
Chief Executive

# Welcome to the Government Department Strategies Handbook – He Puna Rautaki

Government department strategies (GDSs) provide citizens with windows into the workings of government and help build trust through transparency, accountability and public engagement.

The purpose of the *Handbook* is to improve stewardship of strategy documents by enabling:

- Ministers to review GDSs under their control with a view to improving outcomes;
- Members of Parliament to learn more about the work currently undertaken by departments, with a view to improving discussions on public policy in Parliament;
- chief executives to use GDSs to drive their work programmes and those of other departments, with a view to reducing costs and improving alignment and collaboration; and
- other stakeholders to learn more about what is driving the thinking and work of departments, with a view to understanding trade-offs, improving feedback from consultation processes and gathering wider public support for specific strategies.

*Working Paper 2024/08: Methodology for the 2023 Government Department Strategies Index* sets out why we have undertaken research into New Zealand GDSs. Figure 1 provides an overview of the method.

## What is strategy?

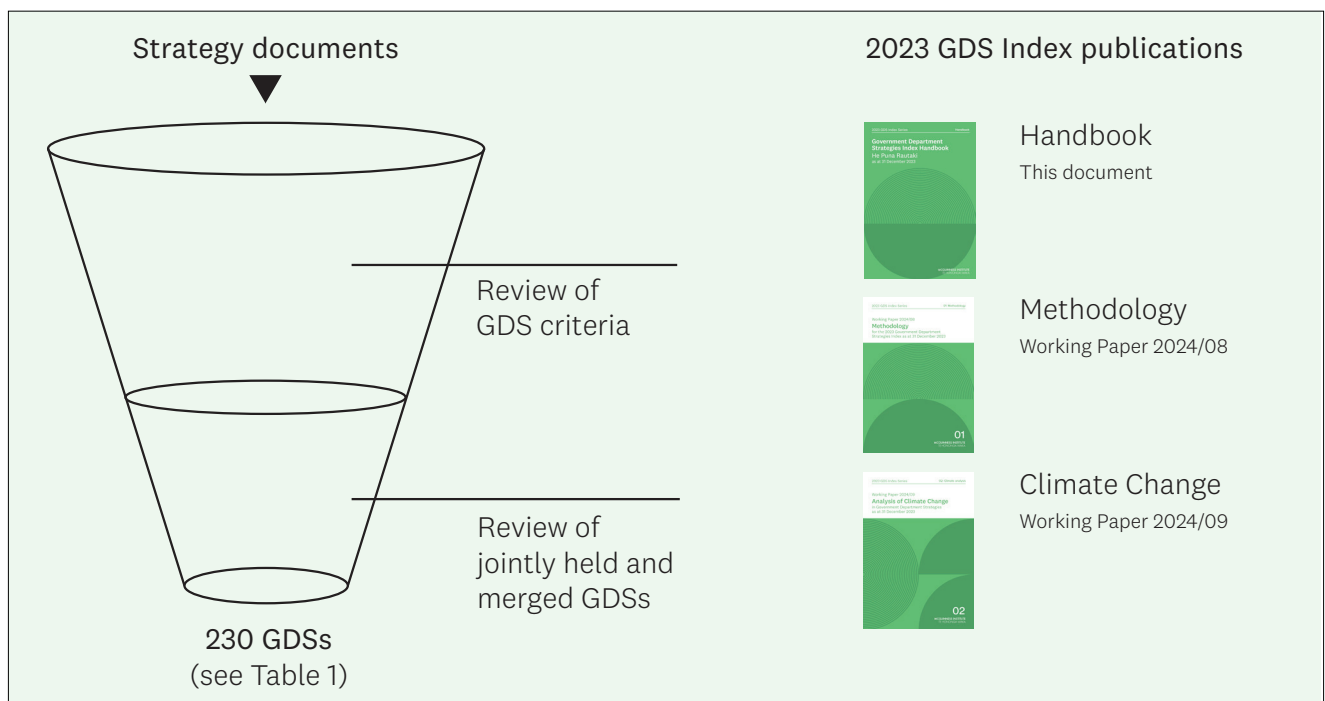
Strategy concerns choice. What we choose to focus on as individuals, communities and a nation indicates the direction in which we are likely to travel.

Depending on the intensity of our focus and the quality of our strategic thinking, we might drift slowly on a linear trajectory, only changing direction in response to a disruptive event, or we might move rapidly and responsively, working to be proactive, agile and open to emerging opportunities and challenges.

Alignment is key, both within each strategy (see Figure 2 overleaf) and in the wider strategy ecosystem that operates within government. Developing an effective strategy ecosystem requires a deep understanding of where we have been (hindsight), where we are now (insight) and where we want to go (foresight). ‘Foresight’ is commonly used to refer to anticipatory governance – a topic the Institute intends to explore in collaboration with others in 2025.

Our progress as a nation is dependent on how we use institutions, instruments and information – what the Institute calls the three I’s. GDSs have been and always will be a tool of government. However, they remain underutilised and poorly understood. In our view, they provide an opportunity to bring about change in a cost-effective and durable way.

**Figure 1: Illustration of the methodology**



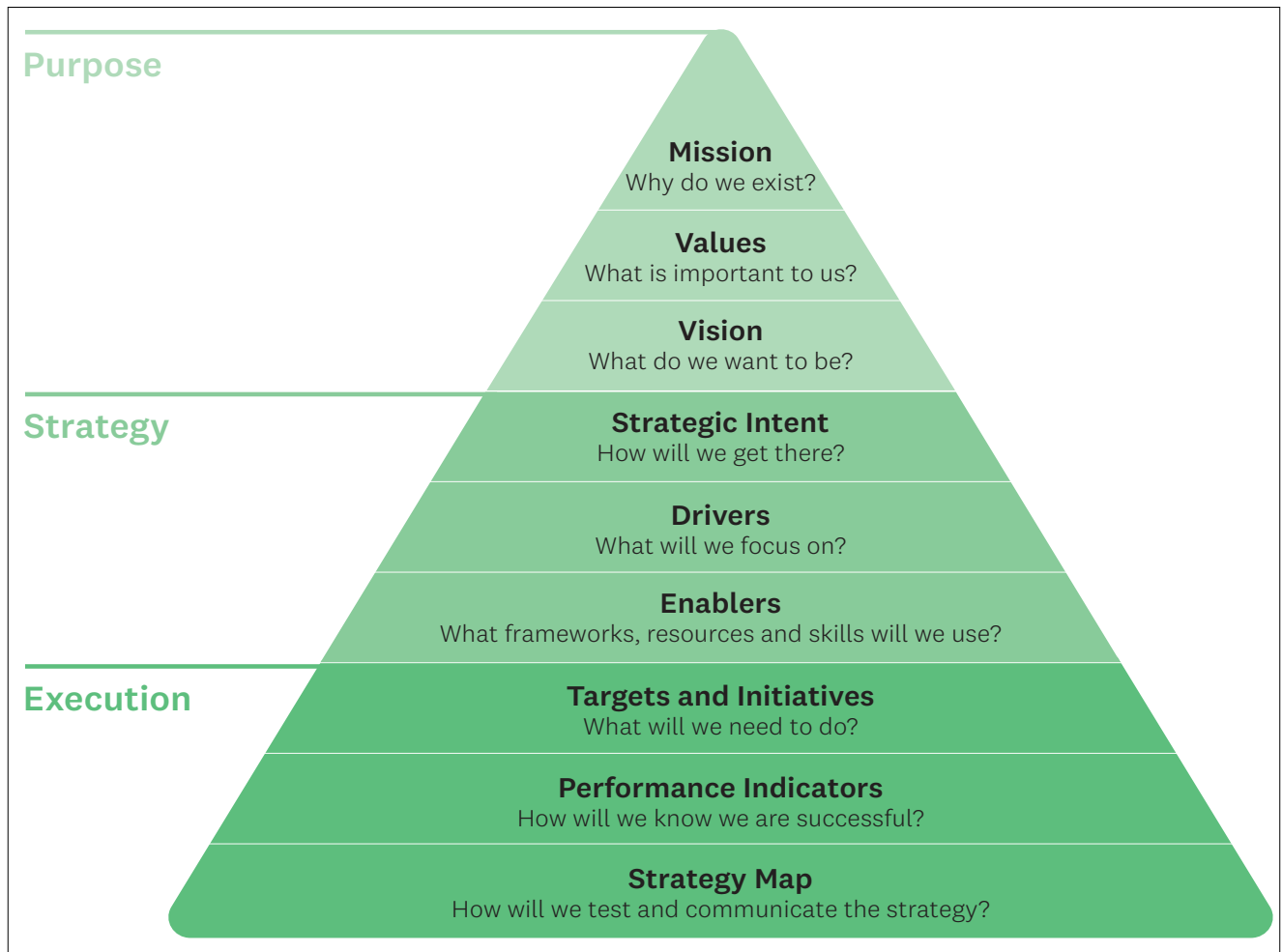
**Table 1: GDS Index data sets over time**

GDS data set	GDSs in operation	GDSs archived	Total 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%
GDSs as at 31 December 2023	230	406	636	36.2%

**Note to Table 1**

This includes GDSs that have been jointly held. Hence, a strategy jointly held by four departments is included four times in the GDS Index. See Appendix 7 for a list of all jointly held GDSs.

**Figure 2: The strategy pyramid**





# 01

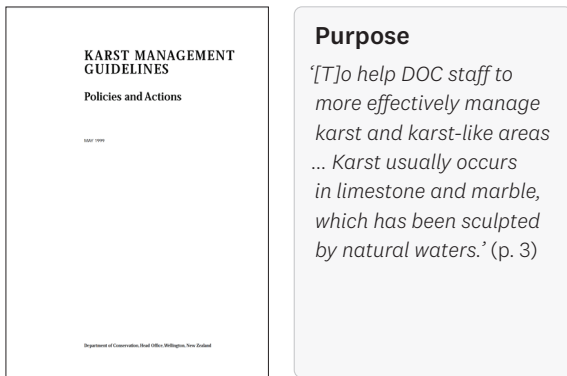
## Crown Law Office— Te Tari Ture o te Karauna



# 02

Department of  
Conservation—  
Te Papa Atawhai

# Karst Management Guidelines – Policies and Actions



## Strategy (to achieve the purpose):

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

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

## Key data

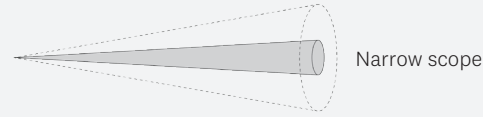
Publication date:	May 1999
Duration:	1999–NK
Number of pages:	28
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

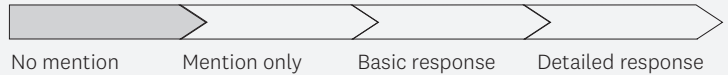
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

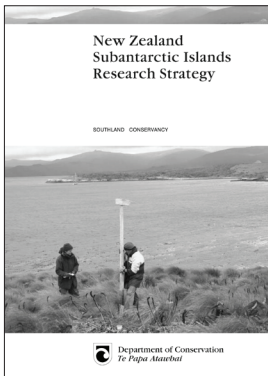
155= out of 230 GDSs

16= out of the 21 GDSs in DOC

42= out of the 58 GDSs in the Natural Resources Sector

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

# Subantarctic Islands Research Strategy



**Purpose**

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

**Strategy (to achieve the purpose):**

The approach is to set guidelines for researchers desiring access to Southland Conservancy and to provide a tool for managers to decide on the appropriate research needed for each of the four research themes: natural ecosystems; effects of introduced biota; human impacts and social interaction; and abiotic sciences (sciences such as geology which study non-living systems). (pp. 18–27)

**Key data**

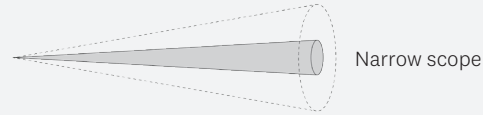
Publication date:	May 2005
Duration:	2005–NK
Number of pages:	39
Signed by:	Department staff (other than CE) (Conservator, Southland Conservancy)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

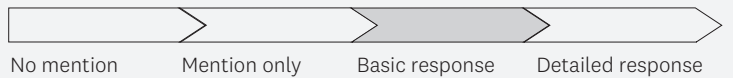
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

178= out of 230 GDSs

18 out of the 21 GDSs in DOC

49 out of the 58 GDSs in the Natural Resources Sector

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

# Wilding Conifer Management Strategy (also known as Wilding Pines Management Strategy)



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

## Strategy (to achieve the purpose):

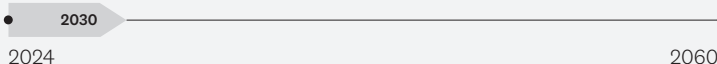
The approach is to: clarify roles and responsibilities; gain funding for collective action and timely intervention; support fair allocation of costs associated with wilding conifer control; prioritise wilding conifer management; develop consistent monitoring and mapping; promote consistency in policy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

## Key data

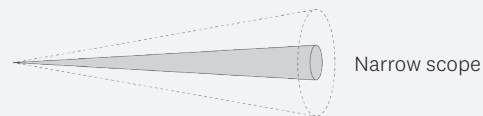
Publication date:	December 2014
Duration:	2015–2030
Number of pages:	40
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

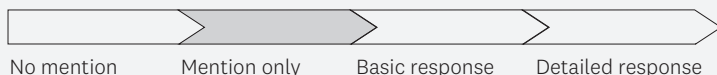
### Year strategy ends



### Scope of subject matter



### Climate intelligence



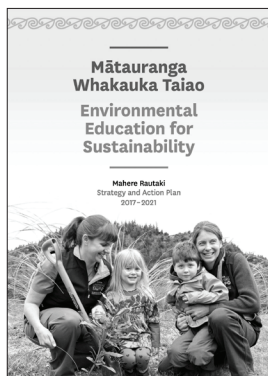
### Transparency scoring

100= out of 230 GDSs  
 9 out of the 21 GDSs in DOC  
 21= out of the 58 GDSs in the Natural Resources Sector

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



# Mātauranga Whakauka Taiao – Environmental Education for Sustainability



## Purpose:

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

## Strategy (to achieve the purpose):

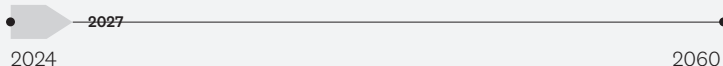
The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand's environment remains healthy and sustainable in the future. (p. 7)

## Key data

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

## McGuinness Institute analysis

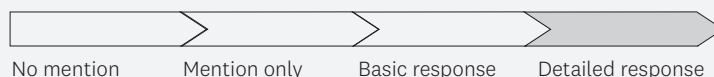
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

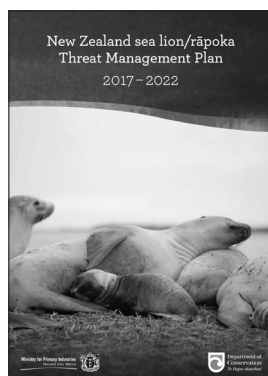
155= out of 230 GDSs

16= out of the 21 GDSs in DOC

42= out of the 58 GDSs in the Natural Resources Sector

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

# New Zealand sea lion/rāpoka Threat Management Plan



## Purpose:

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

## Strategy (to achieve the purpose):

The approach is to focus on four workstreams: engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC), direct mitigation, targeted research (such as research to better understand adult female nutritional stress and diet), and evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp. 15-16)

## Key data

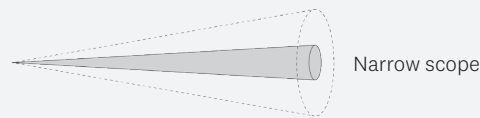
Publication date:	July 2017
Duration:	2017-NK (was initially 2022)
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Yes, pp. 13-14
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

126= out of 230 GDSs

11= out of the 21 GDSs in DOC

29= out of the 58 GDSs in the Natural Resources Sector

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

# National Compliance Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

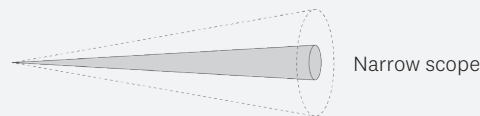
Publication date:	August 2017
Duration:	2017–NK (was initially 2020)
Number of pages:	13
Signed by:	CE (Director-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

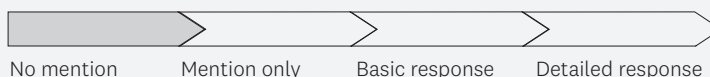
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

214= out of 230 GDSs

19 out of the 21 GDSs in DOC

54 out of the 58 GDSs in the Natural Resources Sector

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

# Kiwi Recovery Plan – Mahere Whakaora Kiwi



**Purpose:**

*‘To reach 100 000 kiwi by 2030 through:*

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

**Strategy (to achieve the purpose):**

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

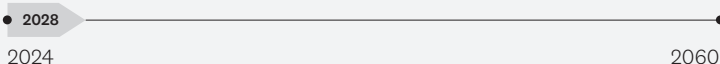
- management
- research and innovation
- engaging people with kiwi and their recovery, and
- growing and sustaining the kiwi conservation effort. (p. 18)

**Key data**

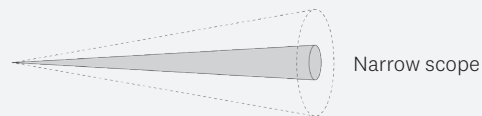
Publication date:	November 2018
Duration:	2018-2028
Number of pages:	64
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

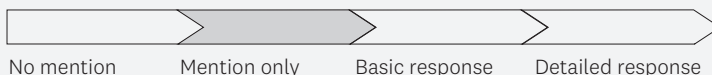
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

13= out of 230 GDSs  
 2 out of the 21 GDSs in DOC  
 4 out of the 58 GDSs in the Natural Resources Sector

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

# Government Tourism Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

The approach is to use government-led initiatives to support 17 specific workstreams across five outcomes: the economy, the environment, international and domestic visitors, New Zealanders and our communities, and regions. (pp. 7–8, 12–16)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends

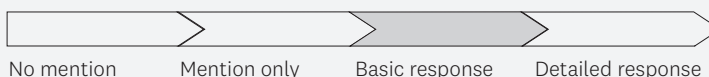
Not known

### Scope of subject matter



Wide scope

### Climate intelligence



### Transparency scoring

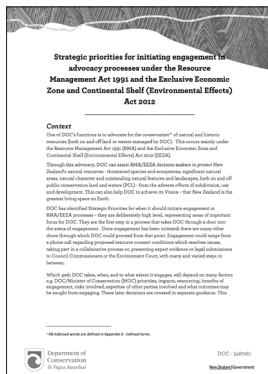
93= out of 230 GDSs

7 out of the 21 GDSs in DOC

19 out of the 58 GDSs in the Natural Resources Sector

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

# National RMA and EEZA [Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012] Advocacy Strategy



**Purpose**

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

## Strategy (to achieve the purpose):

The approach is to initiate engagement in:

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

## Key data

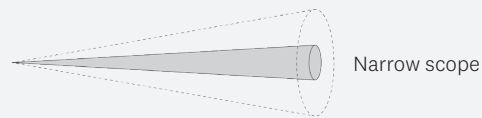
Publication date: June 2019  
 Duration: 2019–NK  
 Number of pages: 11  
 Signed by: CE (Director-General of Conservation)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

225= out of 230 GDSs

21 out of the 21 GDSs in DOC

58 out of the 58 GDSs in the Natural Resources Sector

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

# Predator Free 2050 Strategy



**Purpose:**

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

**Strategy (to achieve the purpose):**

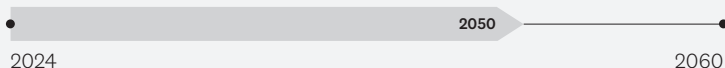
The approach is to eradicate mustelids, rats and possums through six interconnected pathways: whānau, hapū and iwi expressing kaitiakitanga; communities taking action; supporting the kaupapa through legislation and policy; advancing our knowledge, innovation and improvement; measuring and assessing the difference we make; and moving from sustained predator control to eradication. (p. 17)

**Key data**

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

## McGuinness Institute analysis

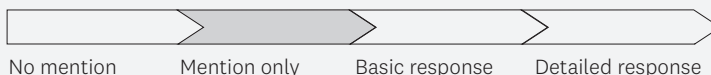
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

52= out of 230 GDSs  
 4 out of the 21 GDSs in DOC  
 8= out of the 58 GDSs in the Natural Resources Sector

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

# Visitor Centre Strategy



**Purpose:**  
*To create ‘a clear visitor centre system ... ensuring a good visitor experience’.*  
 (p. 2)

## Strategy (to achieve the purpose):

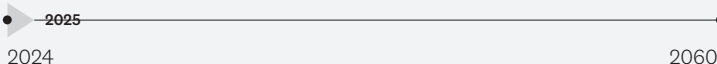
The approach is to improve visitor experience and enhance DOC’s reputation by supporting visitors to have a safe and enjoyable experience on public conservation land, developing an effective visitor information system, and providing quality experience through visitor centres. (pp. 11, 14-15)

## Key data

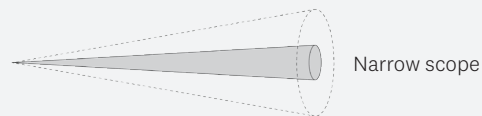
Publication date: February 2020  
 Duration: 2020-2025  
 Number of pages: 23  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

131= out of 230 GDSs

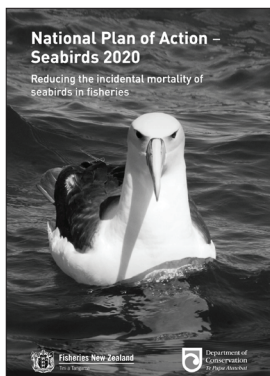
13= out of the 21 GDSs in DOC

32= out of the 58 GDSs in the Natural Resources Sector

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



# National Plan of Action – Seabirds



**Purpose:**

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

**Strategy (to achieve the purpose):**

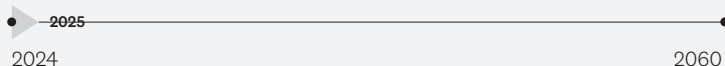
The approach is to avoid bycatch, maintain healthy seabird populations, undertake research to manage direct effects of fisheries on seabirds, and actively engage internationally to promote measures and practices that reduce impacts on New Zealand seabirds. (p. 12)

**Key data**

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

## McGuinness Institute analysis

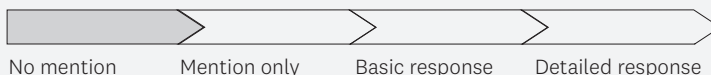
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

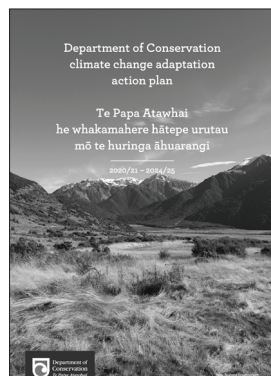


**Transparency scoring**

146= out of 230 GDSs  
 15 out of the 21 GDSs in DOC  
 40= out of the 58 GDSs in the Natural Resources Sector

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

# Climate Change Adaptation Action Plan – He Whakamahere Hātepe Urutau Mō Te Huringa Āhuarangi



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

## Strategy (to achieve the purpose):

The approach is to:

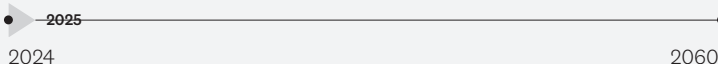
- Establish governance & resource programme and programme management & risk assessment framework, inform government policy, engage with Treaty partners and stakeholders
- Develop frameworks for evaluating & reporting climate change impacts, produce guidance for planning & assessment, report on progress towards achieving CCAAP actions, revise CCAAP
- Identify & fill information gaps, undertake risk assessments, update existing planning & prioritisation systems, implementation of adaptation actions (already underway). (p. 26)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

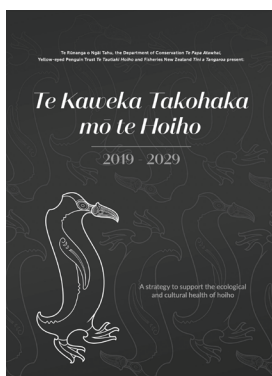


### Transparency scoring

3 out of 230 GDSs  
 1 out of the 21 GDSs in DOC  
 2 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	8	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	8	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>86</b>	<b>96</b>

# Te Kaweka Takohaka mō te Hoiho



## Purpose:

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

## Strategy (to achieve the purpose):

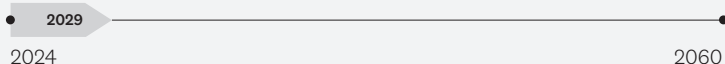
The approach is to focus on sustaining and restoring the health of the hoiho population by focusing on 20 strategic priorities, such as ensuring that accurate, usable and accessible data contributes to hoiho conservation. These strategic priorities are guided by six principles that set the foundation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

## Key data

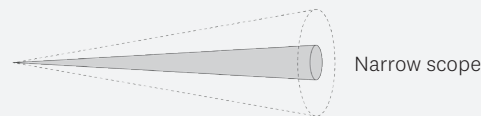
Publication date:	August 2020
Duration:	2019-2029
Number of pages:	32
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPI
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

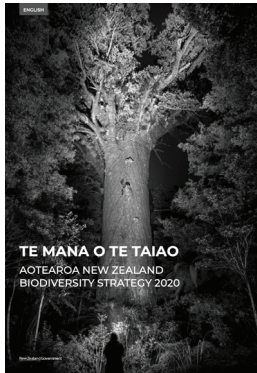
131= out of 230 GDSs

13= out of the 21 GDSs in DOC

32= out of the 58 GDSs in the Natural Resources Sector

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

# Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy 2020



## Purpose:

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

## Strategy (to achieve the purpose):

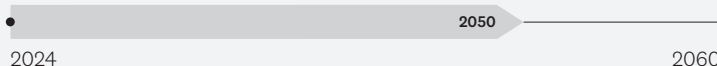
The approach is to focus on three pillars: getting the system right, empowering action and protecting and restoring biodiversity. (p. 43)

## Key data

Publication date:	August 2020
Duration:	2020–2050
Number of pages:	73
Signed by:	Crown (Minister of Conservation and Associate Minister for the Environment)
This GDS replaces:	<i>Biodiversity Strategy</i> (2000)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 43
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

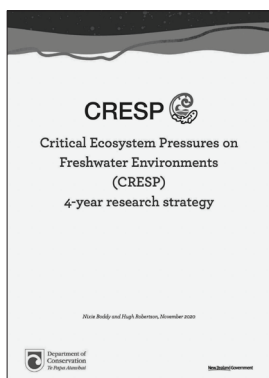
46 out of 230 GDSs

3 out of the 21 GDSs in DOC

7 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	2	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>62.5</b>	<b>96</b>

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



**Purpose:**  
*'[T]o provide knowledge that will strengthen DOC's advocacy and management of indigenous freshwater ecosystems and species.'* (p. 3)

## Strategy (to achieve the purpose):

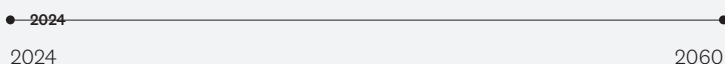
The approach is to conduct research in collaboration with a range of external groups on four abiotic pressures and their effects: water levels/flows; habitat loss; sediment and nutrients; and fish passage (instream structures that alter freshwater habitats or block fish movements upstream and/or downstream). (p. 2)

## Key data

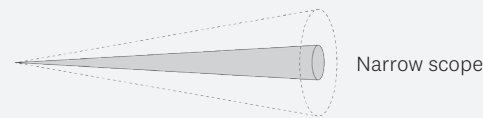
Publication date:	November 2020
Duration:	2020–2024
Number of pages:	11
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

## McGuinness Institute analysis

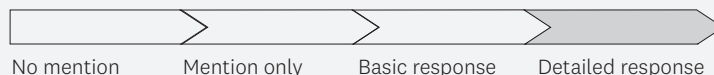
### Year strategy ends



### Scope of subject matter



### Climate intelligence

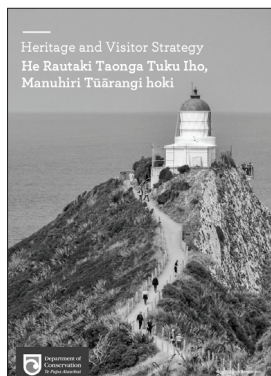


### Transparency scoring

219= out of 230 GDSs  
 20 out of the 21 GDSs in DOC  
 55= out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	0	8
3.2	Identifies who the beneficiaries are	0	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>21</b>	<b>96</b>

# Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki



**Purpose:**  
*‘Sustainably manage visitors to protect and enhance the value of New Zealand’s natural, cultural and historic heritage.’ (p. 6)*

## Strategy (to achieve the purpose):

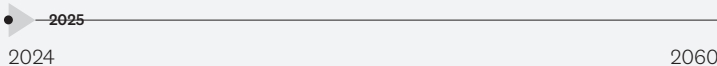
The approach is to seek opportunities to partner with tangata whenua, improve the evidence base for decision making and service delivery, and invest in and maintain visitor experiences and facilities. (pp. 15–16)

## Key data

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

## McGuinness Institute analysis

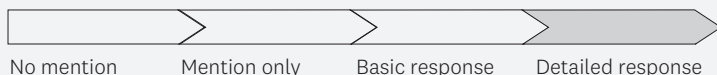
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

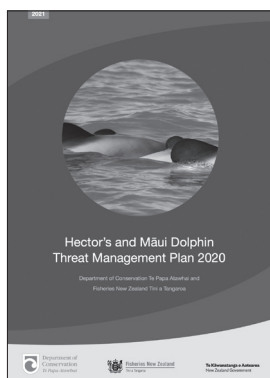
58 out of 230 GDSs

5 out of the 21 GDSs in DOC

10 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	4	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	3	6
6.3	Aligns with its department’s annual report	3	6
<b>Total</b>		<b>59.5</b>	<b>96</b>

# Hector’s and Māui Dolphin Threat Management Plan 2020



**Purpose:**  
*‘The vision of the Hector’s and Māui dolphin TMP is that: New Zealand’s Hector’s and Māui dolphin populations are resilient and thriving throughout their natural range.’ (p. 4)*

**Strategy (to achieve the purpose):**

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

**Key data**

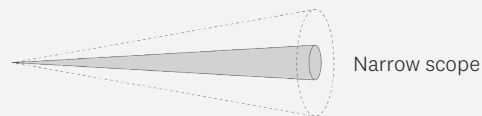
Publication date:	December 2021
Duration:	2021-NK
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	<i>Hector’s and Maui’s Dolphin Threat Management Plan (2007)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**

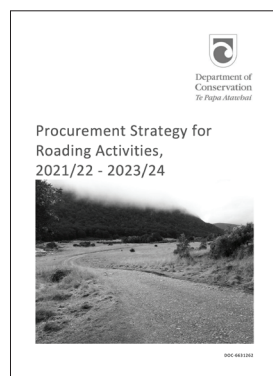


**Transparency scoring**

71= out of 230 GDSs  
 6 out of the 21 GDSs in DOC  
 14= out of the 58 GDSs in the Natural Resources Sector

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

# Procurement Strategy for Roading Activities



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

## Strategy (to achieve the purpose):

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

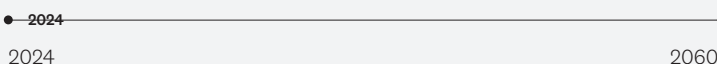
## Key data

Publication date: May 2022  
 Duration: 2021-2024  
 Number of pages: 19  
 Signed by: CE and department staff (other than CE) (Director-General, Deputy Director-General Operations, Supplier Sourcing Manager, Director Operations Planning, Asset Planning Manager)

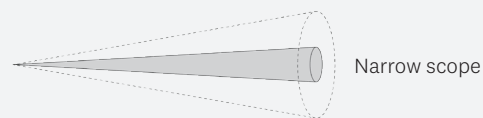
This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

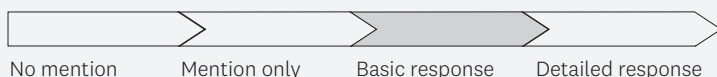
### Year strategy ends



### Scope of subject matter



### Climate intelligence



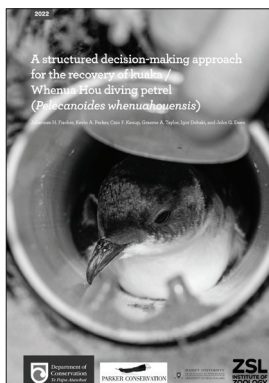
### Transparency scoring

95= out of 230 GDSs  
 8 out of the 21 GDSs in DOC  
 20 out of the 58 GDSs in the Natural Resources Sector

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



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



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

## Strategy (to achieve the purpose):

The approach is to focus on seven workstreams:

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

## Key data

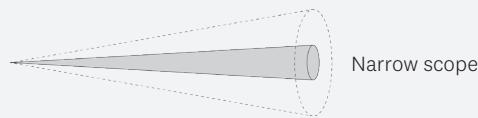
Publication date: June 2022  
 Duration: 2022–NK  
 Number of pages: 45  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

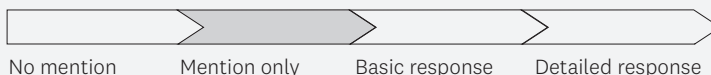
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

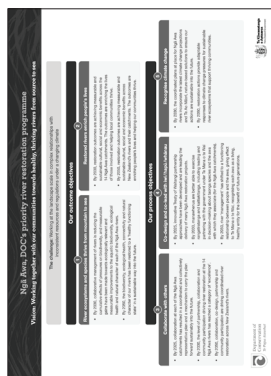
126= out of 230 GDSs

11= out of the 21 GDSs in DOC

29= out of the 58 GDSs in the Natural Resources Sector

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

# Ngā Awa, DOC's Priority River Restoration Programme



**Purpose:**

*'Working together with our communities towards healthy, thriving rivers from source to sea... [r]iver ecosystems and species thrive from mountain to sea... [r]estored rivers enrich people's lives.'* (p. 1)

**Strategy (to achieve the purpose):**

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

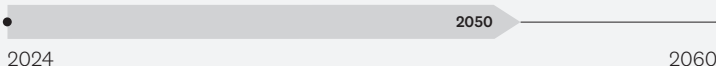
- River ecosystems and species thrive from mountains to sea
- Restored rivers enrich people's lives
- Collaborate with others
- Co-design and co-lead with iwi/hapū/whānau
- Recognise climate change. (p. 2)

**Key data**

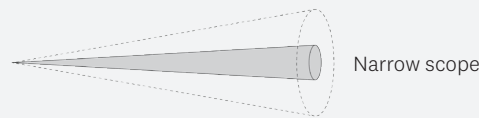
Publication date:	October, 2022
Duration:	2022-2050
Number of pages:	4
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	pp. 1-2
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

120= out of 230 GDSs  
 10 out of the 21 GDSs in DOC  
 27= out of the 58 GDSs in the Natural Resources Sector

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



03

Department of  
Corrections—  
Ara Poutama  
Aotearoa

# Hōkai Rangi: Ara Poutama Aotearoa Strategy 2019–2024



**Purpose:**

*‘This strategy ... ultimately aims to lower the proportion of Māori in our care to a level that matches the Māori share of the general population.’ (p. 4)*

**Strategy (to achieve the purpose):**

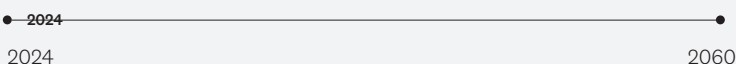
The approach is to focus on the wellbeing of people who come into the department’s care by facilitating kaupapa Māori-based pathways and practices, including rehabilitation and whānau support. (pp. 16–17)

**Key data**

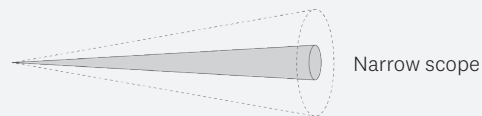
Publication date:	August 2019
Duration:	2019–2024
Number of pages:	40
Signed by:	Crown (Minister of Corrections) and CE
This GDS replaces:	<i>Change Lives Shape Futures: Investing in better mental health for offenders (2017)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 35
Legislation:	Not applicable

## McGuinness Institute analysis

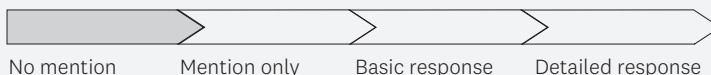
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

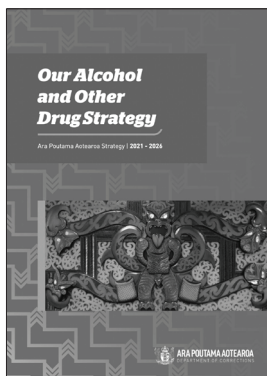


**Transparency scoring**

109= out of 230 GDSs  
 7 out of the 7 GDSs in Corrections  
 8 out of the 8 GDSs in the Justice Sector

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

# Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy 2021–2026



## Purpose:

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

## Strategy (to achieve the purpose):

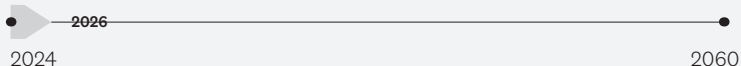
The approach is to implement a whānau-centred approach with four workstreams. This includes establishing an alcohol and other drug governance group of external and internal stakeholders. (pp. 12–13)

## Key data

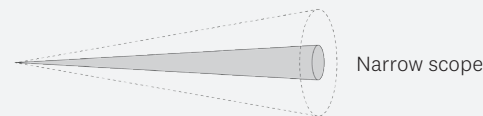
Publication date:	October 2021
Duration:	2021–2026
Number of pages:	16
Signed by:	Crown (Minister of Corrections) and CE
This GDS replaces:	<i>Our Drug and Alcohol Strategy Through to 2020</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation: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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

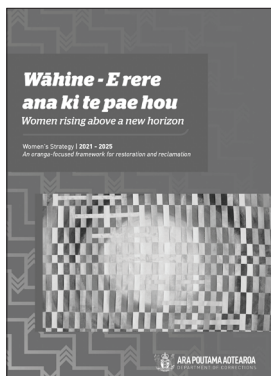
80= out of 230 GDSs

6 out of the 7 GDSs in Corrections

7 out of the 8 GDSs in the Justice Sector

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

# Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021–2025



**Purpose:**

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

**Strategy (to achieve the purpose):**

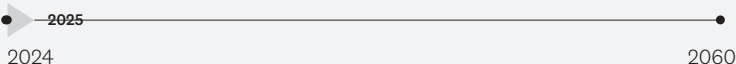
The approach is to implement an action plan that focuses on eight key areas: transitioning through the prison system; ensuring safe and humanised treatment while in prison; improving prison environments; improving the health and wellbeing of women; working with whānau to strengthen relationships; improving staff training and recruitment; monitoring the outcomes for effectiveness; and implementing a more effective assurance framework. (pp. 20–23)

**Key data**

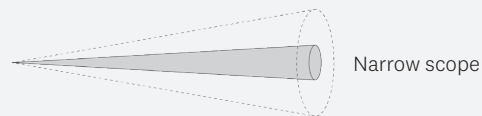
Publication date:	October 2021
Duration:	2021–2025
Number of pages:	24
Signed by:	Crown (Minister of Corrections) and CE
This GDS replaces:	<i>Wahine – E rere ana ki te Pae Hou – Women’s Strategy</i> (2017)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation: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

## McGuinness Institute analysis

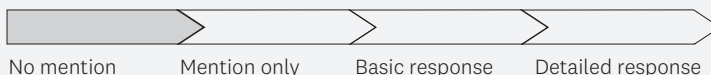
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

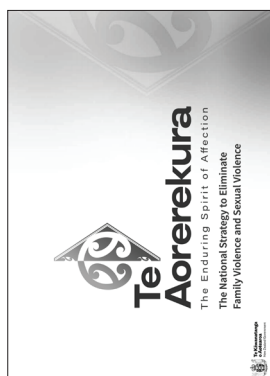


**Transparency scoring**

70 out of 230 GDSs  
 5 out of the 7 GDSs in Corrections  
 6 out of the 8 GDSs in the Justice Sector

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

# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



## Purpose:

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

## Strategy (to achieve the purpose):

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

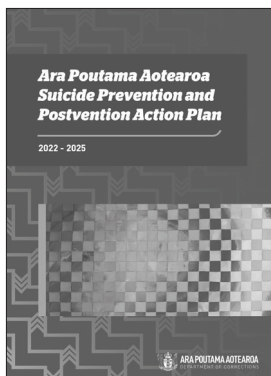
18= out of 230 GDSs

1 out of the 7 GDSs in Corrections

2 out of the 8 GDSs in the Justice Sector

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

# Ara Poutama Aotearoa – Suicide Prevention and Postvention Action Plan



**Purpose:**  
 ‘Our action plan represents our intention to take deliberate and targeted action to address the problem of suicide with the aforementioned values in mind’ (p. 10)

### Strategy (to achieve the purpose):

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

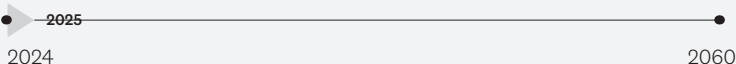
- National leadership
- Using evidence to make a difference
- Developing the workforce
- Evaluation and monitoring
- Promoting wellbeing
- Responding to suicidal distress
- Responding to suicidal behaviour
- Supporting after a suicide. (p. 12)

### Key data

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

## McGuinness Institute analysis

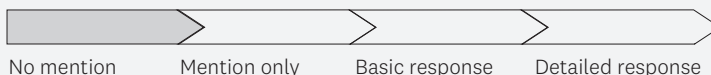
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

38= out of 230 GDSs  
 2 out of the 7 GDSs in Corrections  
 3 out of the 8 GDSs in the Justice Sector

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



# Disability Action Plan



**Purpose:**

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

**Strategy (to achieve the purpose):**

The approach is to define 'key strategic focus areas and the broad ways in which we intend to act on these. These focus areas are guided by what we heard from tāngata whaikaha Māori/disabled people and their whānau, previous action plans and the EGL framework adapted for an Ara Poutama Aotearoa context.'

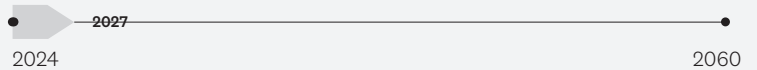
Focus areas: national leadership; using evidence to make a difference; responding to disability support needs; developing the workforce; research and evaluation; and working with tāngata whaikaha and their whānau. (pp. 15, 18)

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

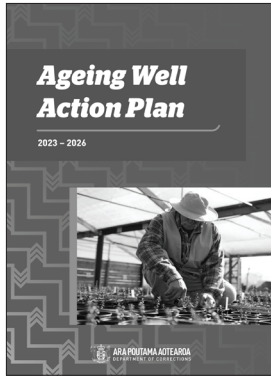


**Transparency scoring**

41 out of 230 GDSs  
 3 out of the 7 GDSs in Corrections  
 4 out of the 8 GDSs in the Justice Sector

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

# Ageing Well Action Plan



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

**Strategy (to achieve the purpose):**

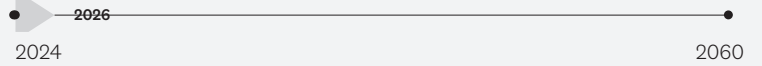
The approach is to focus on a series of actions that fall under strategic focus areas developed for 2019–2022. These strategic focus areas are: national leadership; ageing well; acute and restorative care; living well with long-term conditions; supporting people with high and complex needs; and respectful end-of-life care. (p. 11)

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

67= out of 230 GDSs  
 4 out of the 7 GDSs in Corrections  
 5 out of the 8 GDSs in the Justice Sector

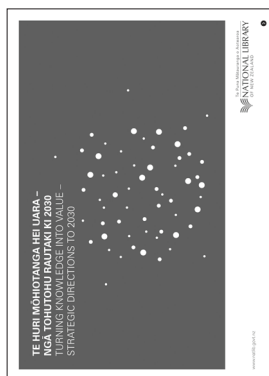
		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities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



# 04

Department of  
Internal Affairs—  
Te Tari Taiwhenua

# Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030



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

## Strategy (to achieve the purpose):

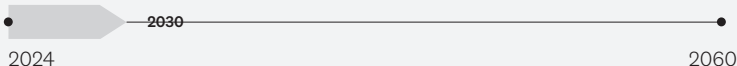
The approach is to work with iwi, partners and stakeholders, by developing a culture of research and innovation, to improve access to knowledge, reading comprehension and awareness of diverse perspectives. (p. 4-7)

## Key data

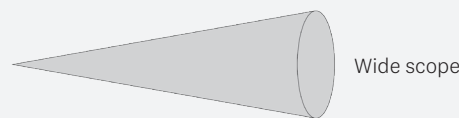
Publication date:	December 2016
Duration:	2016–2030
Number of pages:	8
Signed by:	Department staff (other than CE) (National Librarian)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

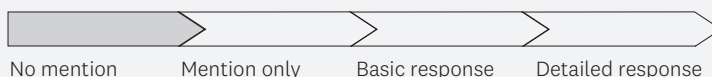
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

212 out of 230 GDSs

9 out of the 11 GDSs in DIA

23 out of the 26 GDSs in the Finance and Government Administration Sector

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

# Archives 2057 Strategy



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

## Strategy (to achieve the purpose):

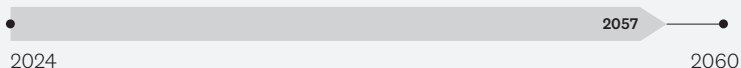
The approach is to develop three key strategic areas within Archives New Zealand: increasing transparency; creating effective and integrated systems; and making people more aware of archives' relevance. (p. 3)

### Key data

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

## McGuinness Institute analysis

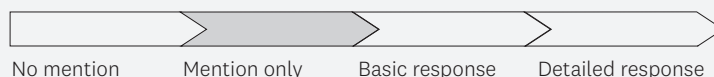
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

170= out of 230 GDSs

6 out of the 11 GDSs in DIA

19 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	3.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>39.5</b>	<b>96</b>

# Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko



**Purpose:**  
 ‘[T]hat all of us have what we need to participate in, contribute to, and benefit from the digital world.’ (p. 6)

**Strategy (to achieve the purpose):**

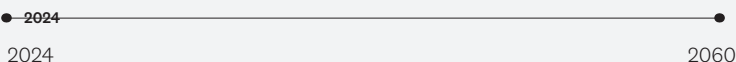
The approach is to identify priority areas and gaps, test small-scale interventions, and then review digital inclusion goals and priorities and check they are still relevant. (p. 16)

**Key data**

Publication date:	March 2019
Duration:	2019–2024
Number of pages:	24
Signed by:	Crown (Minister of Government Digital Services) and other (Government Chief Digital Officer)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

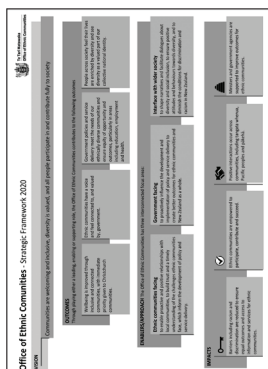


**Transparency scoring**

168 out of 230 GDSs  
 5 out of the 11 GDSs in DIA  
 18 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1.5	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>41</b>	<b>96</b>

# Office of Ethnic Communities – Strategic Framework



**Purpose:**  
 ‘Communities are welcoming and inclusive, diversity is valued, and all people participate in and contribute fully to society.’ (p. 1)

## Strategy (to achieve the purpose):

The approach is to develop and build on measures and processes in three interconnected areas: promoting positive relationships and trust with ethnic communities, creating better government-led outcomes, and ensuring positive attitudes and dialogue in wider society. (p. 1)

## Key data

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

## McGuinness Institute analysis

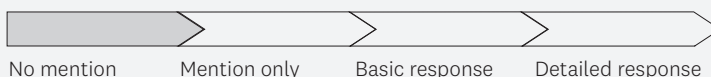
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

230 out of 230 GDSs

11 out of the 11 GDSs in DIA

26 out of the 26 GDSs in the Finance and Government Administration Sector

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

# Anti-Money Laundering and Countering Financing of Terrorism Group Framework



**Purpose:**

- ‘Detect and deter money laundering and terrorism financing
- Maintain and enhance New Zealand’s international reputation by adopting recommendations issued by the Financial Action Task Force
- Contribute to public confidence in the financial system’. (p. 1)

**Strategy (to achieve the purpose):**

The approach is to:

- Help businesses understand and manage money laundering and financing terrorism risks, and comply with the AML/CFT Act through guidance, engagement and assistance
- Use two key tools to assess business’ compliance with their obligations; desk-based reviews and onsite inspections
- Enforce compliance with AML/CFT requirements. (p. 1)

**Key data**

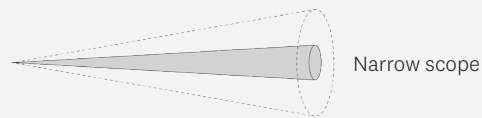
Publication date:	February 2020
Duration:	2020–NK
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 1
Legislation:	Not applicable

## McGuinness Institute analysis

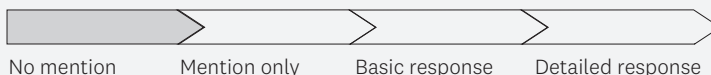
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

209 out of 230 GDSs

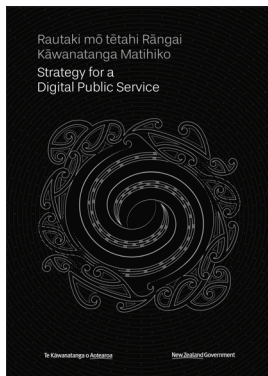
8 out of the 11 GDSs in DIA

21 out of the 26 GDSs in the Finance and Government Administration Sector

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



# Strategy for a Digital Public Service



## Purpose:

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

## Strategy (to achieve the purpose):

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

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

## Key data

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

## McGuinness Institute analysis

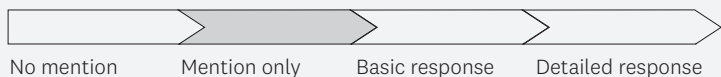
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

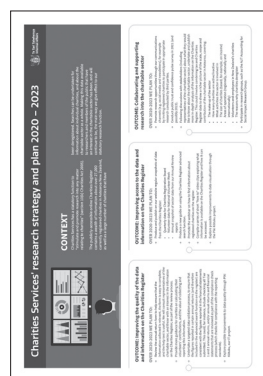
129= out of 230 GDSs

3 out of the 11 GDSs in DIA

15 out of the 26 GDSs in the Finance and Government Administration Sector

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

# Charities Services Research Strategy



**Purpose:**  
 '[S]timulate and promote research into any matter relating to charities.' (p. 1)

## Strategy (to achieve the purpose):

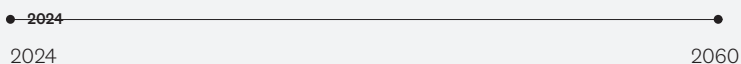
The approach is to improve the quality and accessibility of data on the Charities Register and increase the level of collaboration across the research sector. (p. 1)

### Key data

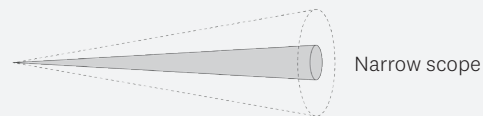
Publication date:	March 2021
Duration:	2020-2024 (was initially 2023)
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

227 out of 230 GDSs  
 10 out of the 11 GDSs in DIA  
 24 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	0	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>15.5</b>	<b>96</b>

# Regulatory Services Group Strategy



## Purpose:

'RSG enhances the individual and collective effectiveness of its regulatory systems.' (p. 11)

## Strategy (to achieve the purpose):

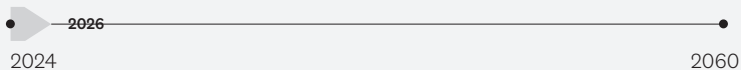
The approach is to focus on embedding regulatory foundations; strengthening capability; aligning culture and purpose; harnessing evidence, insights and evaluation; and maximising relationships. (p. 4)

## Key data

Publication date:	July 2021
Duration:	2021-2026
Number of pages:	42
Signed by:	Department staff (other than CE) (General Manager)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

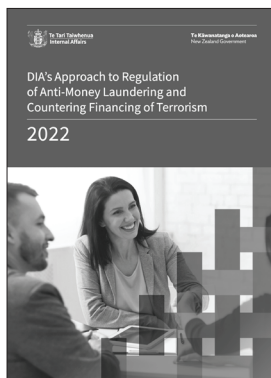
151= out of 230 GDSs

4 out of the 11 GDSs in DIA

17 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	4	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>43.5</b>	<b>96</b>

# Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism



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

## Strategy (to achieve the purpose):

The approach is to:

- '[D]evelop a comprehensive understanding of ML/TF risks and typologies and share this across the sectors we supervise...
- [B]uild a culture of effective AML/CFT compliance across the reporting entities we supervise...
- [I]dentify reporting entities who are not adequately managing and mitigating their ML/TF risks and work with them...
- [T]ake action where there is serious or systemic non-compliance by reporting entities'. (p. 6)

## Key data

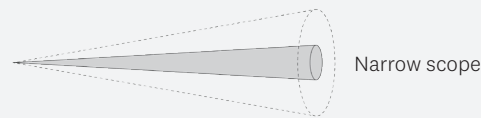
Publication date:	July 2022
Duration:	2022-NK
Number of pages:	13
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

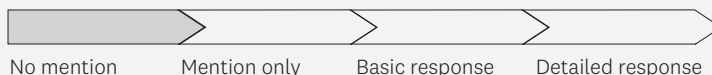
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

173= out of 230 GDSs

7 out of the 11 GDSs in DIA

20 out of the 26 GDSs in the Finance and Government Administration Sector

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

# Te Rautaki Matihiko mō Aotearoa – The Digital Strategy for Aotearoa



## Purpose:

'Aotearoa New Zealand's people, communities, economy, and environment are flourishing and prosperous in the digital era.' (p. 3)

## Strategy (to achieve the purpose):

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

- Mahi Tika — Trust (e.g. putting guardrails in place)
- Mahi Tahī — Inclusion (e.g. ensuring digital content and services meet everyone's needs)
- Mahi Ake — Growth (e.g. supporting data-driven innovation). (pp. 4, 16, 23, 31 of *Te Rautaki Matihiko mō Aotearoa – The Digital Strategy for Aotearoa*)

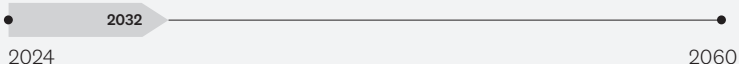
The Action plan consists of 11 initiatives that will advance the DSA in the short-term. (p. 3 of Action Plan for the Digital Strategy for Aotearoa)

## Key data

Publication date:	September 2022
Duration:	2022–2032
Number of pages:	67 (combined)
Signed by:	Crown (Minister for the Digital Economy and Communications) and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 4 of <i>Te Rautaki Matihiko mō Aotearoa – The Digital Strategy for Aotearoa</i>
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

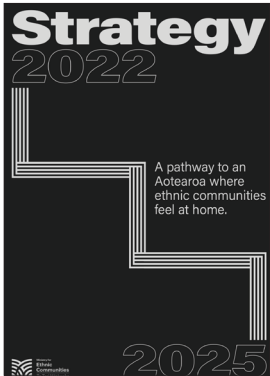
8= out of 230 GDSs

1 out of the 11 GDSs in DIA

1 out of the 26 GDSs in the Finance and Government Administration Sector

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

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



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

## Strategy (to achieve the purpose):

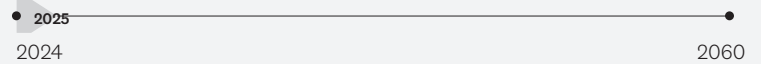
The approach is to continue on with a series of actions that are already underway, and implement a number of new actions. These focus on improving representation of ethnic communities on public sector boards and committees; building communication channels between ethnic communities and government; improving accessibility to funding, training and government services; and addressing disparities in pay and education and job opportunities. (pp. 42–49)

## Key data

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

## McGuinness Institute analysis

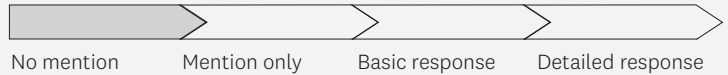
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

71= out of 230 GDSs

2 out of the 11 GDSs in DIA

8 out of the 26 GDSs in the Finance and Government Administration Sector

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

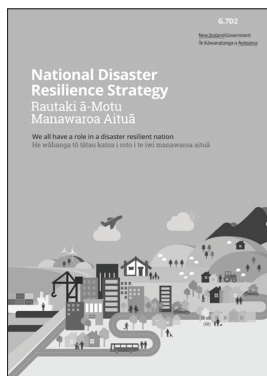


05

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

# National Disaster Resilience Strategy

## – Rautaki ā-Motu Manawaroa Aituā



### Purpose:

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

### Strategy (to achieve the purpose):

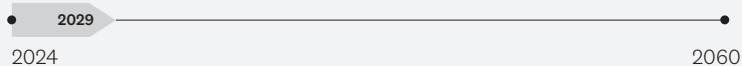
The approach is to implement a package of initiatives to manage risks, improve rapid response services, and integrate and support community perspectives. Examples include implementing emergency management system reforms to improve how New Zealand responds to natural disasters and emergencies, and improving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

### Key data

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

## McGuinness Institute analysis

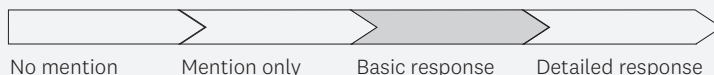
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

33 out of 230 GDSs

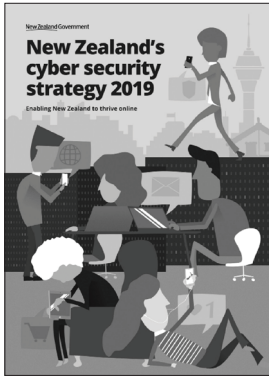
1 out of the 6 GDSs in DPMC

3 out of the 26 GDSs in the Finance and Government Administration Sector

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



# Cyber Security Strategy 2019



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

**Strategy (to achieve the purpose):**

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

**Key data**

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

## McGuinness Institute analysis

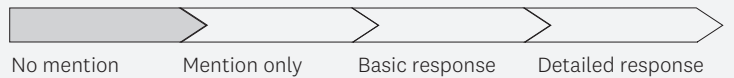
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

125 out of 230 GDSs

6 out of the 6 GDSs in DPMC

14 out of the 26 GDSs in the Finance and Government Administration Sector

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

# Child and Youth Wellbeing Strategy



**Purpose:**  
 '[T]hat New Zealand be the best place in the world for children and young people.' (p. 3)

## Strategy (to achieve the purpose):

The approach includes a package of initiatives, such as free and universal access to many core health and education services, and extra funding/staffing to help core services better meet the needs of children and young people from disadvantaged families and communities. (p. 62)

## Key data

Publication date: August 2019  
 Duration: 2019–NK  
 Number of pages: 92  
 Signed by: Crown (Minister for Child Poverty Reduction and Minister for Children)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Required (see Children’s Act 2014, ss 4 and 6) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

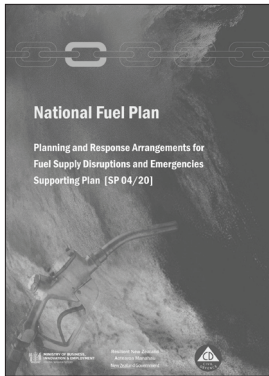
37 out of 230 GDSs

2 out of the 6 GDSs in DPMC

4 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>67.5</b>	<b>96</b>

# National Fuel Plan



**Purpose:**  
 '[M]inimise the effects of a fuel supply disruption on New Zealand, whatever the cause.' (p. 2)

**Strategy (to achieve the purpose):**

The approach is to agree communication and coordination arrangements, and regional fuel supply arrangements, between government agencies, Civil Defence Emergency Management (CDEM) groups and fuel sector organisations. (p. 2)

**Key data**

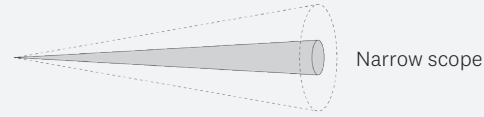
Publication date:	March 2020
Duration:	2020–NK
Number of pages:	70
Signed by:	Department staff (other than CE) (Deputy CE) and other (Director of Civil Defence Emergency Management)
This GDS replaces	<i>Oil Emergency Response Strategy</i> (2008)
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

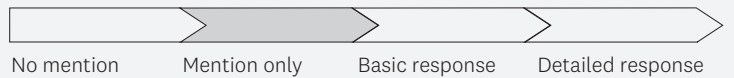
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

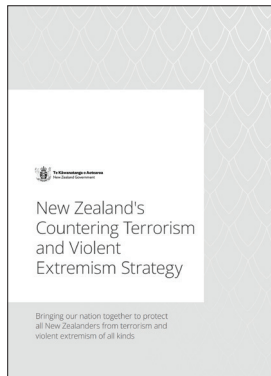
111= out of 230 GDSs

4= out of the 6 GDSs in DPMC

11= out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	5.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	3.5	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>49</b>	<b>96</b>

# Countering Terrorism and Violent Extremism Strategy



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

**Strategy (to achieve the purpose):**

The approach is focused on reduction, through: understanding the threat and ensuring we're aware and informed; working together and prioritising partnerships to reduce the risk; focusing efforts and capabilities on effective, long-term prevention; and being ready to respond and recover. (pp. 10-11)

**Key data**

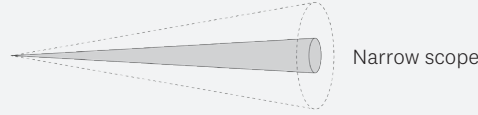
Publication date: October 2022  
 Duration: 2020-NK  
 Number of pages: 15  
 Signed by: Crown (Prime Minister)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

McGuinness Institute analysis

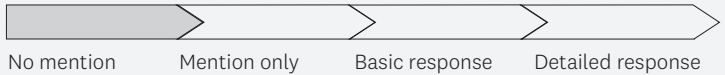
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

111= out of 230 GDSs

4= out of the 6 GDSs in DPMC

11= out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>49</b>	<b>96</b>

# Secure Together – Tō Tātou Korowai Manaaki



**Purpose:**

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

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

**Strategy (to achieve the purpose):**

The approach is to:

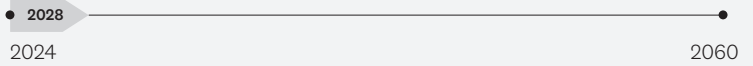
- Reform the national security community
- Cultivate and sustain a public conversation on national security
- Act early to prevent national security threats and build New Zealand’s resilience
- Work together to foster collective understanding and approaches
- Lead an integrated approach. (pp. 10, 12-13)

**Key data**

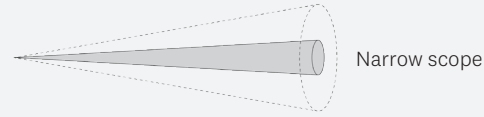
Publication date:	August 2023
Duration:	2023–2028
Number of pages:	44
Signed by:	Crown (Prime Minister and Minister for National Security and Intelligence)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 17
Legislation:	Not applicable

McGuinness Institute analysis

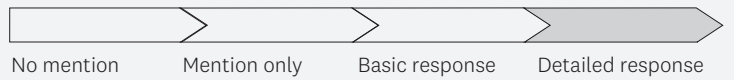
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

52= out of 230 GDSs

3 out of the 6 GDSs in DPMC

6= out of the 26 GDSs in the Finance and Government Administration Sector

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

A large circular graphic composed of many concentric, thin white lines, creating a ripple effect. The top half of the circle is white, and the bottom half is a solid dark green. A horizontal white line extends from the center of the circle to the right edge of the page.

# 06

**Education  
Review Office—  
Te Tari Arotake  
Mātauranga**

# Pacific Strategy: Driving success for Pacific learners



**Purpose:**  
*'[E]very child achieves success as a lifelong learner.'* (p. 2)

**Strategy (to achieve the purpose):**

The approach is to focus on five strategic goals for improving educational outcomes for Pacific learners, including measures, partnerships, and targeted, Pacific-focused programmes. (p. 4)

**Key data**

Publication date: April 2019  
 Duration: 2019–NK (was initially 2022)  
 Number of pages: 8  
 Signed by: Not signed  
 This GDS replaces: *Pacific Strategy 2013–2017* (2013)  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, p. 5  
 Legislation: Not applicable

## McGuinness Institute analysis

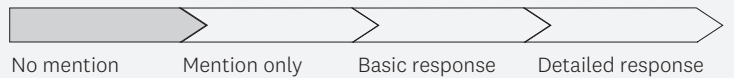
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

214= out of 230 GDSs  
 1 out of the 1 GDSs in ERO  
 16= out of the 19 GDSs in the Education and Workforce Sector

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



# 07

## Government Communications Security Bureau— Te Tira Tiaki

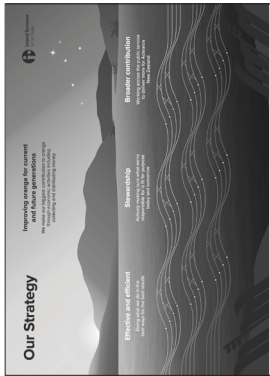




# 08

## Inland Revenue Department— Te Tari Taake

# Our Strategy: Improving oranga for current and future generations



**Purpose: (p. 2)**

- ‘The intergenerational oranga of the people of Aotearoa New Zealand is supported by [IRD’s] active stewardship
- Oranga increases when Inland Revenue works with other organisations
- People receive their entitlements, enabling oranga
- Revenue is available to fund government programmes/services’

**Strategy (to achieve the purpose):**

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

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

228 out of 230 GDSs

1 out of the 1 GDSs in IRD

25 out of the 26 GDSs in the Finance and Government Administration Sector

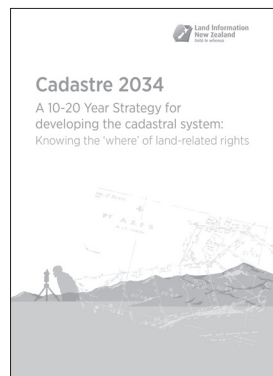
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	0	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies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



# 09

## Land Information New Zealand— Toitū Te Whenua

# Cadastre 2034



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

### Strategy (to achieve the purpose):

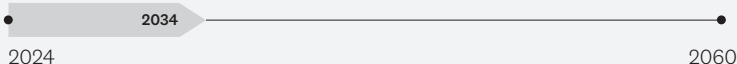
The approach is to implement 23 actions, including developing principles and a coherent policy direction and framework for defining the spatial extents of all land and real property-related rights, restrictions and responsibilities. (pp. 36–38)

### Key data

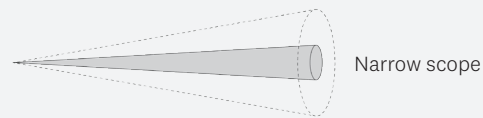
Publication date:	February 2014
Duration:	2014–2034
Number of pages:	44
Signed by:	Department staff (other than CE) (Surveyor-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

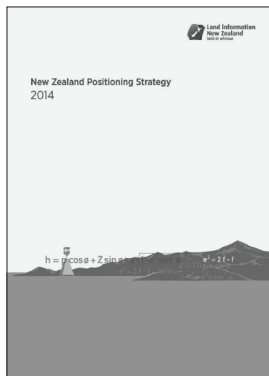


### Transparency scoring

84= out of 230 GDSs  
 1 out of the 5 GDSs in LINZ  
 17 out of the 58 GDSs in the Natural Resources Sector

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

# Positioning Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

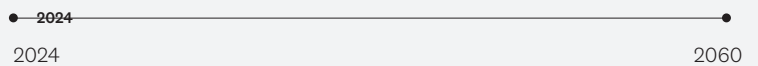
The approach is to achieve five 10-year goals in the geospatial context and enable accurate positioning and improved access for users by adopting innovative technologies and capabilities. (p. 7)

## Key data

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

## McGuinness Institute analysis

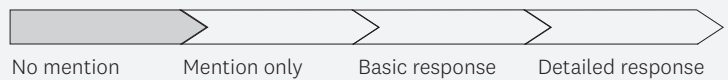
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

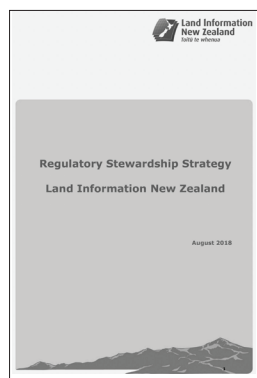
194 out of 230 GDSs

4 out of the 5 GDSs in LINZ

51 out of the 58 GDSs in the Natural Resources Sector

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

# Regulatory Stewardship Strategy



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

## Strategy (to achieve the purpose):

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

## Key data

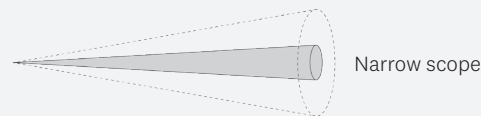
Publication date:	August 2018
Duration:	2018–NK (was initially 2020)
Number of pages:	28
Signed by:	CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

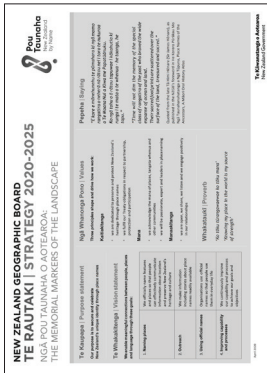
136= out of 230 GDSs

3 out of the 5 GDSs in LINZ

36= out of the 58 GDSs in the Natural Resources Sector

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

# New Zealand Geographic Board Strategy



**Purpose:**  
 ‘Our purpose is to secure and celebrate New Zealand’s unique identity through place names’. (p. 1)

## Strategy (to achieve the purpose):

The approach is to focus on four goals:

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

## Key data

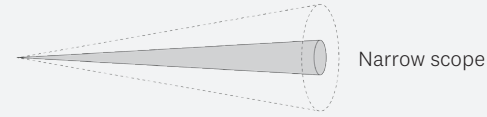
Publication date:	April 2020
Duration:	2020–2025
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

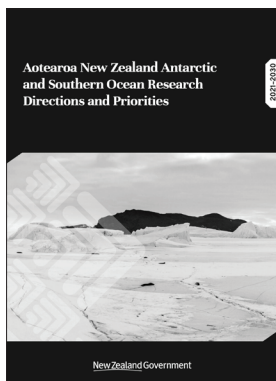


### Transparency scoring

213 out of 230 GDSs  
 5 out of the 5 GDSs in LINZ  
 53 out of the 58 GDSs in the Natural Resources Sector

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

# Antarctic and Southern Ocean Research Directions and Priorities



**Purpose:**

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

**Strategy (to achieve the purpose):**

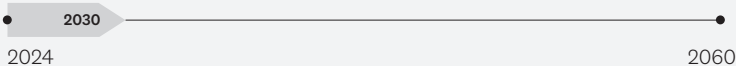
The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

**Key data**

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

## McGuinness Institute analysis

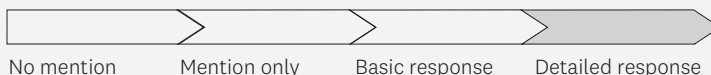
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

100= out of 230 GDSs  
 2 out of the 5 GDSs in LINZ  
 21= out of the 58 GDSs in the Natural Resources Sector

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





10

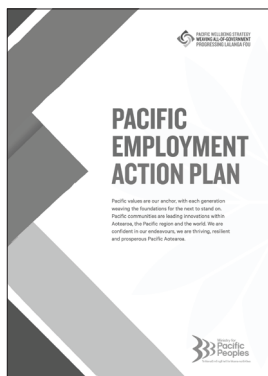
Ministry for Culture  
and Heritage—  
Manatū Taonga



# 11

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

# Pacific Employment Action Plan



## Purpose

'[D]eliver better employment opportunities and services for Pacific Peoples across employment, self-employment, and training.' (p. 5)

## Strategy (to achieve the purpose):

The approach is to focus on a series of tangible actions listed under each of the three key objectives above. (pp. 20–21, 25–27, 30)

## Key data

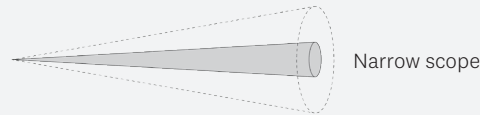
Publication date:	May 2022
Duration:	2022–NK
Number of pages:	32
Signed by:	Crown (Minister for Pacific Peoples)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

26 out of 230 GDSs

2 out of the 4 GDSs in MPP

8 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>71</b>	<b>96</b>

# Pacific Languages Strategy



### Purpose

*‘Recognise the Value of Pacific Languages across Aotearoa ... Strengthen Pathways and Resources for Learning Pacific Languages and ... Create Environments for Pacific Languages to be Used more often, and in more Spaces’. (p. 15 of Pacific Languages Strategy)*

### Strategy (to achieve the purpose):

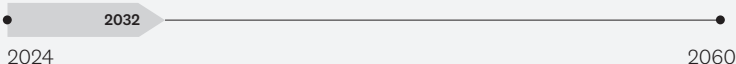
The approach is to focus on a series of tangible actions listed under each of the three key objectives above. They centre around increasing online content for Pacific language learning and increased opportunities to learn these languages throughout the education system, for example, by funding teacher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

### Key data

Publication date:	August 2022
Duration:	2022–2032
Number of pages:	113 (combined)
Signed by:	Crown (Minister for Pacific Peoples) and CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

1= out of 230 GDSs

1 out of the 4 GDSs in MPP

1 out of the 35 GDSs in the Social Services and Community Sector

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

# Pacific Wellbeing Strategy



## Purpose

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

## Strategy (to achieve the purpose):

The approach is to:

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

## Key data

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

## McGuinness Institute analysis

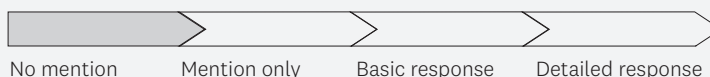
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

30= out of 230 GDSs

3 out of the 4 GDSs in MPP

10 out of the 35 GDSs in the Social Services and Community Sector

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

# Fale mo Aiga – Pacific Housing Strategy 2030



## Purpose

*'Pacific peoples own and live in affordable, quality, fit-for-purpose, healthy homes that enhance their wellbeing.'* (p. 2 of *Fale mo Aiga – Pacific Housing Strategy 2030*)

## Strategy (to achieve the purpose):

The approach is to focus on four key priorities:

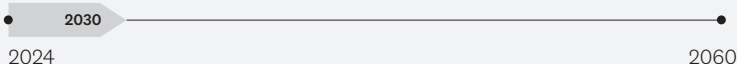
- 'Demand – [b]uild intergenerational Pacific wealth through home ownership.
- Supply – [b]uild affordable, quality, healthy, fit-for-purpose homes for Pacific peoples.
- Pacific housing sector – [d]evelop and grow the Pacific housing sector.
- Housing system – [i]nfluence and strengthen the housing system to improve housing outcomes for Pacific peoples.' (p. 2 of *Fale mo Aiga – Pacific Housing Strategy 2030*)

## Key data

Publication date:	November 2022
Duration:	2022–2030
Number of pages:	4 (combined)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	HUD
Transferred from:	Not applicable
Strategy map:	Yes, p. 2 of <i>Fale mo Aiga – Pacific Housing Strategy 2030</i>
Legislation:	Not applicable

## McGuinness Institute analysis

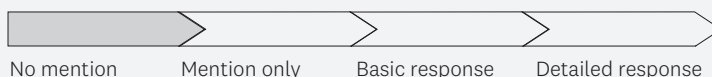
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

71= out of 230 GDSs

4 out of the 4 GDSs in MPP

13 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>56</b>	<b>96</b>



# 12

Ministry for Primary  
Industries—  
Manatū Ahu Matua

# Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru



**Purpose:**  
 '[C]ontributing to keeping New Zealanders, the plants and animals we value and our unique natural environment, safe and secure from damaging pests and disease.' (p. 8)

## Strategy (to achieve the purpose):

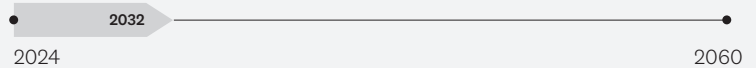
The approach is to establish three sectoral advisory groups to interpret the goals of Biosecurity New Zealand and make science priority recommendations to the science advisory committee, to forward to the Minister of Biosecurity. (p. 17)

## Key data

Publication date:	October 2007
Duration:	2007-2032
Number of pages:	73
Signed by:	Crown (Minister for Biosecurity)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

30= out of 230 GDSs  
 1 out of the 22 GDSs in MPI  
 6 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7.5	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	4	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3.5	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>69</b>	<b>96</b>



# Harvest Strategy Standard for New Zealand Fisheries



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

**Strategy (to achieve the purpose):**

The approach is to focus on three core elements: a specified target about which a fishery or stock should fluctuate; a soft limit that triggers a requirement for a formal, time-constrained rebuilding plan; and a hard limit below which fisheries should be considered for closure. (pp. 7-9)

**Key data**

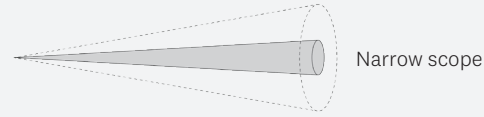
Publication date: October 2008  
 Duration: 2008-NK  
 Number of pages: 30  
 Signed by: Crown (Minister of Fisheries)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

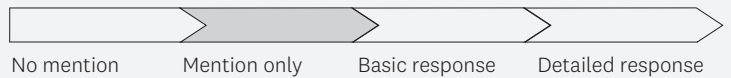
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**

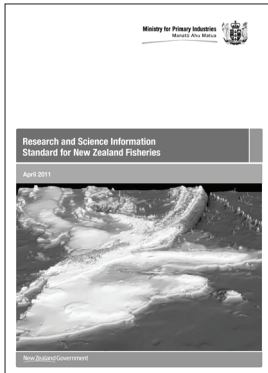


**Transparency scoring**

176 out of 230 GDSs  
 18 out of the 22 GDSs in MPI  
 48 out of the 58 GDSs in the Natural Resources Sector

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

# Research and Science Information Standard for New Zealand Fisheries



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

## Strategy (to achieve the purpose):

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

## Key data

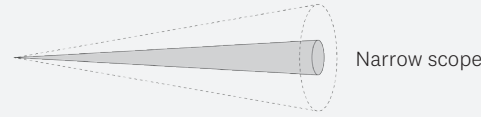
Publication date:	May 2011
Duration:	2011–2030
Number of pages:	36
Signed by:	Crown (Minister of Fisheries and Aquaculture)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

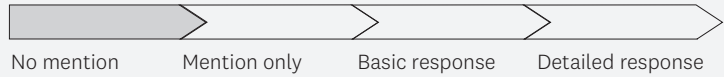
### Year strategy ends



### Scope of subject matter



### Climate intelligence

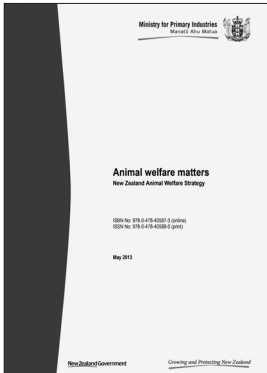


### Transparency scoring

224 out of 230 GDSs  
 22 out of the 22 GDSs in MPI  
 57 out of the 58 GDSs in the Natural Resources Sector

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

# Animal Welfare Matters



**Purpose:**  
 ‘[E]veryone taking responsibility for the welfare of animals.’ (p. 7)

**Strategy (to achieve the purpose):**

The approach is to focus on better planning to prevent animal welfare problems; better animal husbandry, science and technology; clearer expectations and sanctions; and measuring animal welfare performance. (p. 2)

**Key data**

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

## McGuinness Institute analysis

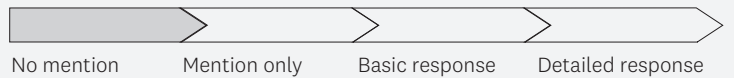
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

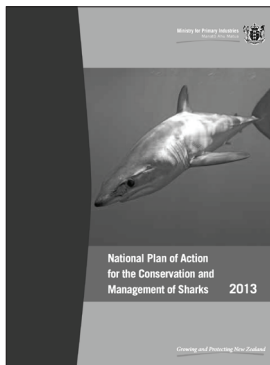
189= out of 230 GDSs

19 out of the 22 GDSs in MPI

50 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	5.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>33</b>	<b>96</b>

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



## Purpose:

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

## Strategy (to achieve the purpose):

The approach is to focus on six goals and put in place a number of five-year objectives for each goal. The goals are: biodiversity and long-term viability of shark populations; utilisation, waste reduction and the elimination of shark finning; domestic engagement and partnerships; non-fishing threats; international engagement; and research and information. (pp. 3-4)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



Wide scope

### Climate intelligence



### Transparency scoring

120= out of 230 GDSs

10 out of the 22 GDSs in MPI

27= out of the 58 GDSs in the Natural Resources Sector

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

# Wilding Conifer Management Strategy (also known as Wilding Pines Management Strategy)



**Purpose**

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

**Strategy (to achieve the purpose):**

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

**Key data**

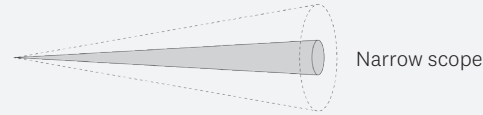
Publication date:	December 2014
Duration:	2015–2030
Number of pages:	40
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

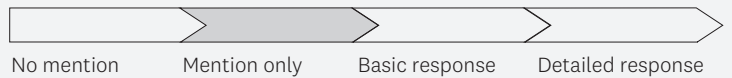
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

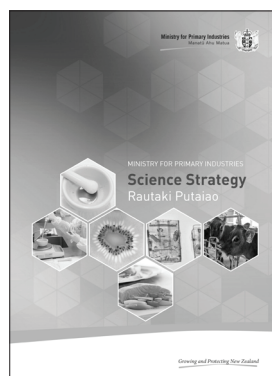


**Transparency scoring**

86= out of 230 GDSs  
 5 out of the 22 GDSs in MPI  
 18 out of the 58 GDSs in the Natural Resources Sector

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

# Science Strategy – Rautaki Putaiao



## Purpose:

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

## Strategy (to achieve the purpose):

The approach is to focus on seven priorities: smart regulation; operational excellence; international access; provenance and traceability; precision production and investment; enduring relationships; and integrated information, insight and knowledge. (p. 19)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends

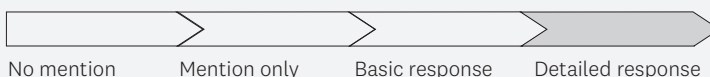
Not known

### Scope of subject matter



Wide scope

### Climate intelligence



### Transparency scoring

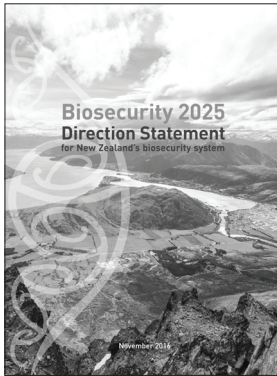
118= out of 230 GDSs

9 out of the 22 GDSs in MPI

26 out of the 58 GDSs in the Natural Resources Sector

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

# Biosecurity 2025 Direction Statement



**Purpose:**  
*‘The biosecurity system protects New Zealanders, our way of life, our natural and productive resources and our biodiversity from the harmful effects of pests and diseases.’ (p. 4)*

### Strategy (to achieve the purpose):

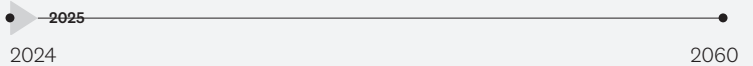
The approach is a range of actions fitting under five strategic directions. These actions include: establishing national data standards and procedures to support sharing of organism information, and undertaking a review of biosecurity system governance. (pp. 26–27)

### Key data

Publication date:	November 2016
Duration:	2016–2025
Number of pages:	32
Signed by:	Crown (Minister for Primary Industries)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Biosecurity Act 1993, s 56) but not cited in the GDS

## McGuinness Institute analysis

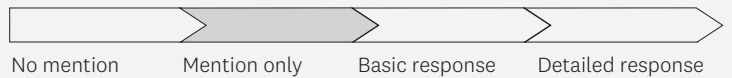
### Year strategy ends



### Scope of subject matter



### Climate intelligence

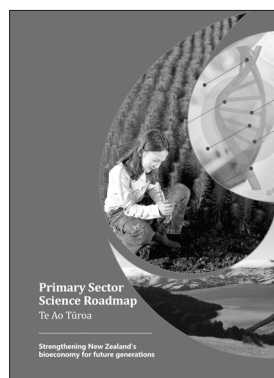


### Transparency scoring

136= out of 230 GDSs  
 14 out of the 22 GDSs in MPI  
 36= out of the 58 GDSs in the Natural Resources Sector

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

# Primary Sector Science Roadmap – Te Ao Tūroa



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

### Strategy (to achieve the purpose):

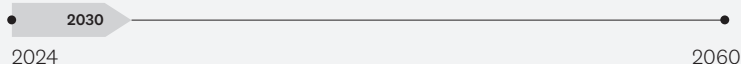
The approach is to focus on eight priority areas: adding value; harnessing the value and power of data; innovating with advanced technology; innovating through genetics; innovating through Kaupapa Māori; protecting and sustaining resources; deriving value from complex systems; and integrating people and values. (p. 21)

### Key data

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

## McGuinness Institute analysis

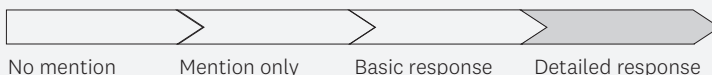
### Year strategy ends



### Scope of subject matter



### Climate intelligence



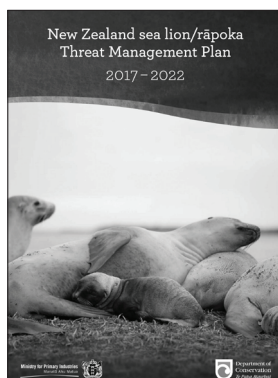
### Transparency scoring

111= out of 230 GDSs  
 8 out of the 22 GDSs in MPI  
 25 out of the 58 GDSs in the Natural Resources Sector

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



# New Zealand sea lion/rāpoka Threat Management Plan



## Purpose:

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

## Strategy (to achieve the purpose):

The approach is to focus on four workstreams: engagement (including the establishment of a New Zealand sea lion/rāpoka forum, advisory group, and community liaison role within DOC), direct mitigation, targeted research (such as research to better understand adult female nutritional stress and diet), and evaluation (such as conducting annual pup counts and tag re-sighting on the Auckland Islands). (pp. 15-16)

## Key data

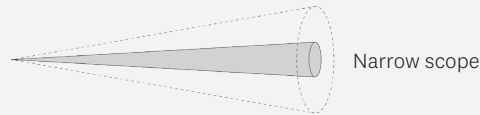
Publication date:	July 2017
Duration:	2017-NK (was initially 2022)
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Yes, pp. 13-14
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

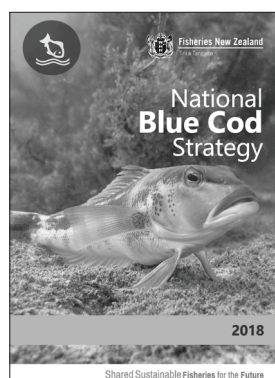
126= out of 230 GDSs

11 out of the 22 GDSs in MPI

29= out of the 58 GDSs in the Natural Resources Sector

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

# National Blue Cod Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

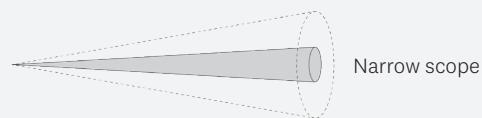
Publication date:	December 2018
Duration:	2018–NK
Number of pages:	24
Signed by:	Crown (Minister of Fisheries)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

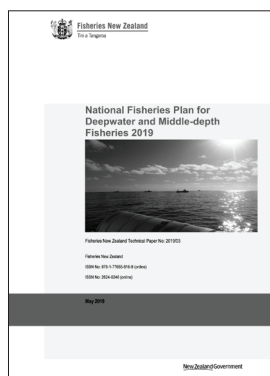
195 out of 230 GDSs

20 out of the 22 GDSs in MPI

52 out of the 58 GDSs in the Natural Resources Sector

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

# National Fisheries Plan for Deepwater and Middle-depth Fisheries 2019



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

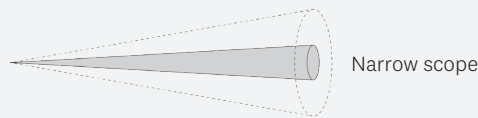
Publication date:	May 2019
Duration:	2019–NK
Number of pages:	40
Signed by:	Not signed
This GDS replaces:	<i>National Fisheries Plan for Deepwater and Middle-depth Fisheries (2010)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue a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

## McGuinness Institute analysis

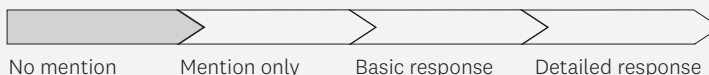
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

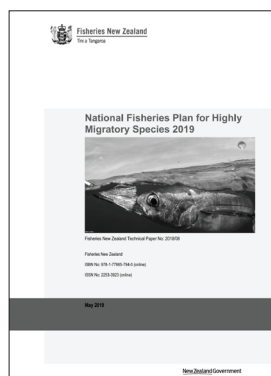
219= out of 230 GDSs

21 out of the 22 GDSs in MPI

55= out of the 58 GDSs in the Natural Resources Sector

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

# National Fisheries Plan for Highly Migratory Species



## Purpose:

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

## Strategy (to achieve the purpose):

The plan establishes 10 objectives including: supporting viable and profitable commercial HMS fisheries in New Zealand; maintaining and enhancing world class game fisheries in New Zealand fisheries waters; enhancing Māori interests (including customary, commercial, recreational, and environmental); and maintaining sustainable HMS fisheries within environmental standards. (pp. 11-13)

## Key data

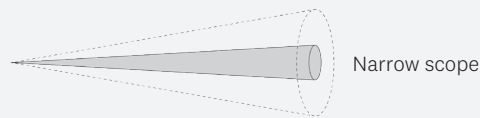
Publication date:	May 2019
Duration:	2019-NK
Number of pages:	52
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue a strategy (see Fisheries Act 1996, s 11A) and cited in the GDS

## McGuinness Institute analysis

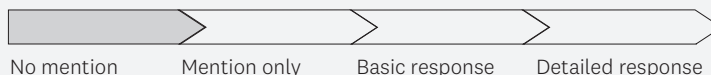
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

173= out of 230 GDSs

17 out of the 22 GDSs in MPI

47 out of the 58 GDSs in the Natural Resources Sector

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

# Aquaculture Strategy



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

**Strategy (to achieve the purpose):**

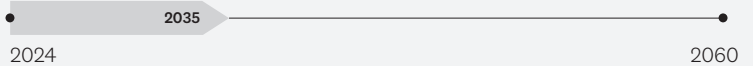
The approach is to maximise the value of existing farms through innovation, and then extend into high-value land-based aquaculture and/or extend aquaculture into the open ocean. (pp. 4–5)

**Key data**

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

## McGuinness Institute analysis

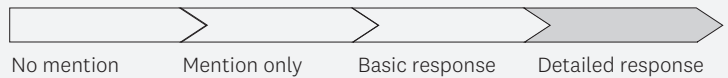
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

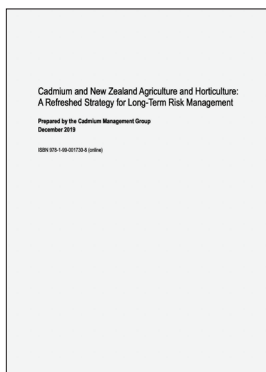


**Transparency scoring**

76 out of 230 GDSs  
 4 out of the 22 GDSs in MPI  
 16 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>55.5</b>	<b>96</b>

# Cadmium and New Zealand Agriculture and Horticulture



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

### Strategy (to achieve the purpose):

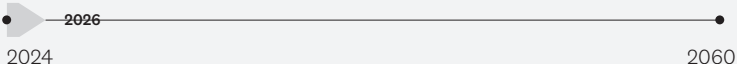
The approach is to manage the risk of cadmium (a naturally occurring heavy metal in soils, of which phosphate fertiliser is the primary source) through research, monitoring, education and supporting practices which enable food standards to be met, and cadmium accumulation in soils to be controlled. (p.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

### Key data

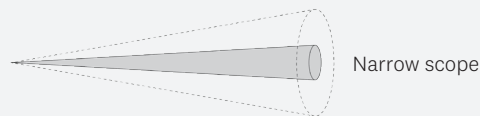
Publication date:	December 2019
Duration:	2019-2026
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	<i>Cadmium and New Zealand Agriculture and Horticulture (2011)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

## McGuinness Institute analysis

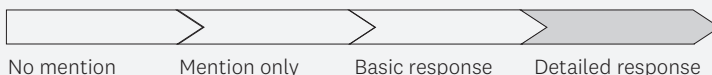
### Year strategy ends



### Scope of subject matter



### Climate intelligence

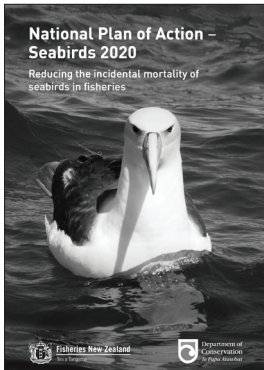


### Transparency scoring

100= out of 230 GDSs  
 6= out of the 22 GDSs in MPI  
 21= out of the 58 GDSs in the Natural Resources Sector

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

# National Plan of Action – Seabirds



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

**Strategy (to achieve the purpose):**

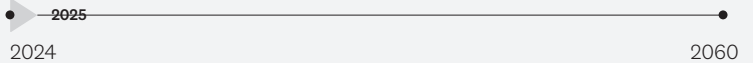
The approach is to avoid bycatch, maintain healthy seabird populations, undertake research to manage direct effects of fisheries on seabirds, and actively engage internationally to promote measures and practices that reduce impacts on New Zealand seabirds. (p. 12)

**Key data**

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

## McGuinness Institute analysis

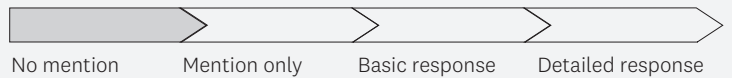
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

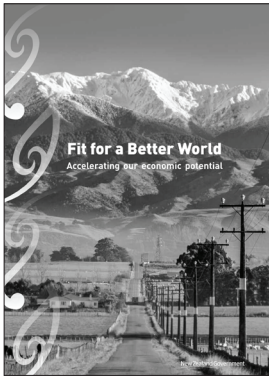


**Transparency scoring**

146= out of 230 GDSs  
 15 out of the 22 GDSs in MPI  
 40= out of the 58 GDSs in the Natural Resources Sector

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

# Fit for a Better World: Accelerating our economic potential



**Purpose:**  
*‘We aspire to an enriched future by providing the world’s most discerning consumers with outstanding, ethically-produced food, natural fibres, drinks, co- and bioproducts, all sourced from our land and oceans.’ (p. 3)*

## Strategy (to achieve the purpose):

The approach is achieve three ambitious targets across the three pillars of New Zealand’s economic recovery. These targets are:

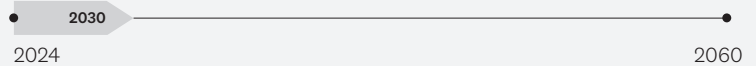
- Productivity: Add \$44 billion in export earnings over the next decade via a focus on creating value and building off the strong position of our core sectors.
- Sustainability: Reduce biogenic methane to 24–47% below 2017 levels by 2050, including to 10% below 2017 levels by 2030, and restore New Zealand’s freshwater to a healthy state within a generation.
- Inclusiveness: Employ 10% more New Zealanders in the primary sector by 2030 and 10,000 more New Zealanders in the primary sector workforce over the next four years. (p. 8)

## Key data

Publication date:	July 2020
Duration:	2020–2030
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

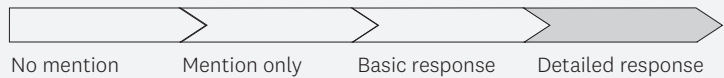
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

71= out of 230 GDSs

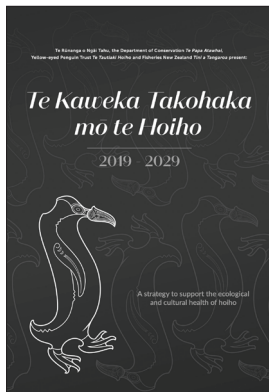
3 out of the 22 GDSs in MPI

14= out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>56</b>	<b>96</b>



# Te Kaweka Takohaka mō te Hoiho



**Purpose:**

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

**Strategy (to achieve the purpose):**

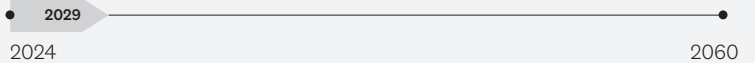
The approach is to focus on sustaining and restoring the health of the hoiho population by focusing on 20 strategic priorities, such as ensuring that accurate, usable and accessible data contributes to hoiho conservation. These strategic priorities are guided by six principles that set the foundation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

**Key data**

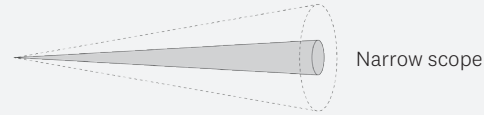
Publication date:	August 2020
Duration:	2019–2029
Number of pages:	32
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	DOC
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

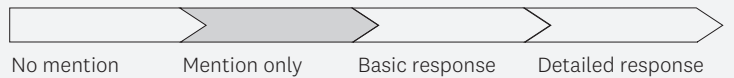
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

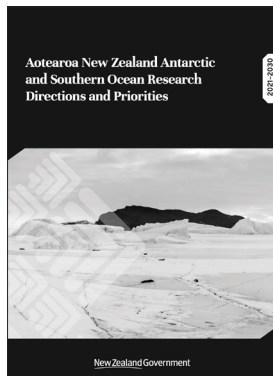


**Transparency scoring**

131= out of 230 GDSs  
 12= out of the 22 GDSs in MPI  
 32= out of the 58 GDSs in the Natural Resources Sector

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

# Antarctic and Southern Ocean Research Directions and Priorities



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

**Strategy (to achieve the purpose):**

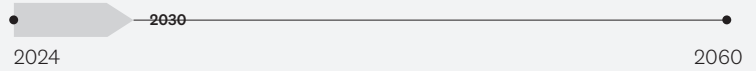
The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

**Key data**

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

## McGuinness Institute analysis

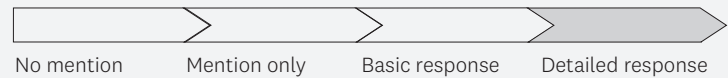
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

100= out of 230 GDSs  
 6= out of the 22 GDSs in MPI  
 21= out of the 58 GDSs in the Natural Resources Sector

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

# A Strategy for New Zealand Food Safety: Strategy refresh



**Purpose:**  
*'[Ensure that] New Zealand food is safe and suitable ... [and] New Zealand's food sector thrives ... Grow a genuine partnership with Māori ... Strengthen our organisation to deliver'* (p. 3)

## Strategy (to achieve the purpose):

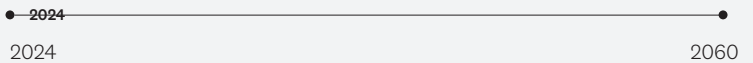
The approach is to implement a series of initiatives to ensure New Zealand food is safe and suitable; the food sector thrives; a genuine partnership with Māori is fostered; and that New Zealand Food Safety is strengthened to ensure these initiatives are delivered. (pp. 8-15)

## Key data

Publication date:	August 2022
Duration:	2022-2024
Number of pages:	20
Signed by:	Department staff (other than CE) (Deputy Director-General)
This GDS replaces:	<i>Food Safety 2019-2024</i> (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

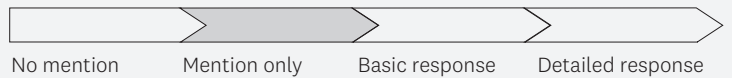
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

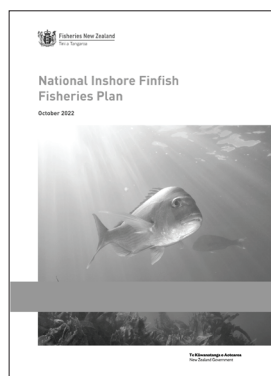
131= out of 230 GDSs

12= out of the 22 GDSs in MPI

32= out of the 58 GDSs in the Natural Resources Sector

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

# National Inshore Finfish Fisheries Plan



**Purpose:**

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

**Strategy (to achieve the purpose):**

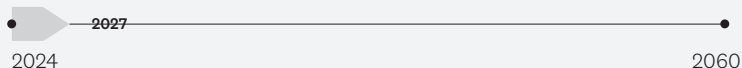
The approach has five focus areas: achieving individual stock; enhancing benefits for Tangata Whenua and stakeholders; enabling integrated multi-stock management; improving local fisheries; and improving environmental performance. (p. 11)

**Key data**

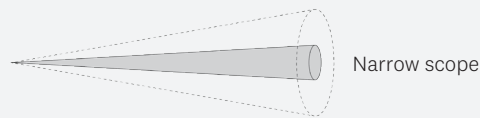
Publication date:	October 2022
Duration:	2022-2027
Number of pages:	44
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	May issue a strategy (see Fisheries Act 1996, s 11A) and cited in the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

## McGuinness Institute analysis

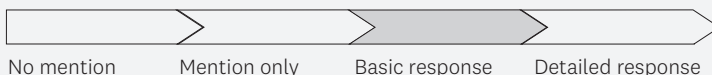
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

163= out of 230 GDSs  
 16 out of the 22 GDSs in MPI  
 46 out of the 58 GDSs in the Natural Resources Sector

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

# Wallaby Strategy: Achieving a wallaby-free Aotearoa



**Purpose:**

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

**Strategy (to achieve the purpose):**

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

**Key data**

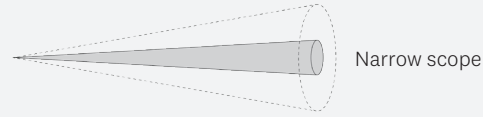
Publication date:	October 2022
Duration:	2021-2025
Number of pages:	29
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

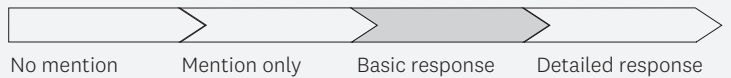
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

61= out of 230 GDSs  
 2 out of the 22 GDSs in MPI  
 11 out of the 58 GDSs in the Natural Resources Sector

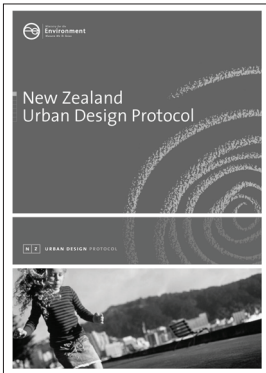
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies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



# 13

Ministry for the  
Environment—  
Manatū Mō Te Taiao

# Urban Design Protocol



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

**Strategy (to achieve the purpose):**

The approach is to create a national cross-sector commitment to quality urban design; provide a national resource of tools, actions and experiences; set up partnerships between government, the private sector and professionals; and increase the awareness of quality urban design (including demonstrating its value). (p. 5)

**Key data**

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

## McGuinness Institute analysis

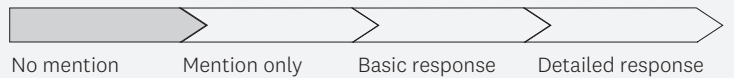
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**


155= out of 230 GDSs

9= out of the 10 GDSs in MFE

42= out of the 58 GDSs in the Natural Resources Sector

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

# Clean Healthy Air for all New Zealanders



Clean Healthy Air for All New Zealanders:  
The National Air Quality Compliance Strategy to Meet the PM<sub>10</sub> Standard

New Zealand Government

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

## Strategy (to achieve the purpose):

The approach is to promote a toolkit of 'compliance activities' to assist regional councils to meet the ambient PM10 standard. It adopts a graduated approach, with activities ranging from education, assisted compliance, advice, reporting and review through to action. (pp. 20-22)

## Key data

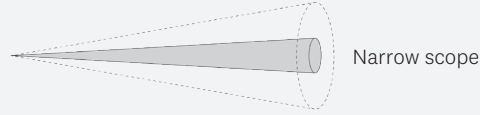
Publication date:	August 2011
Duration:	2011-NK
Number of pages:	68
Signed by:	Crown (Minister for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

136= out of 230 GDSs

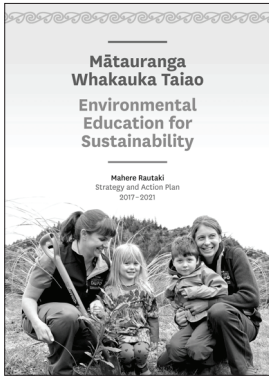
7 out of the 10 GDSs in MFE

36= out of the 58 GDSs in the Natural Resources Sector

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



# Mātauranga Whakauka Taiao – Environmental Education for Sustainability



**Purpose:**  
*‘All New Zealanders value a connection to our environment by actively working together for a sustainable future.’ (p. 7)*

**Strategy (to achieve the purpose):**

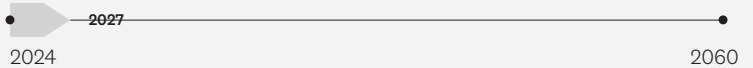
The approach is to focus on three priority areas and implement an Environmental Education for Sustainability (EEfS) strategy to ensure Aotearoa New Zealand’s environment remains healthy and sustainable in the future. (p. 7)

**Key data**

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

## McGuinness Institute analysis

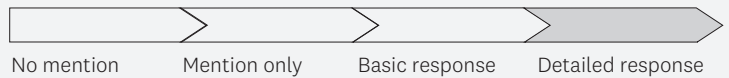
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

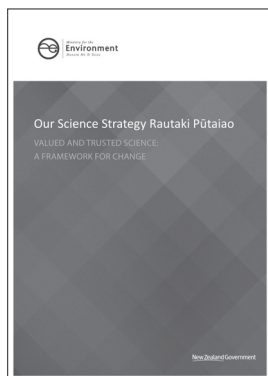


**Transparency scoring**

155= out of 230 GDSs  
 9= out of the 10 GDSs in MFE  
 42= out of the 58 GDSs in the Natural Resources Sector

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

# Our Science Strategy – Rautaki Pūtaiao



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

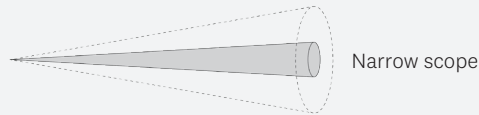
Publication date:	May 2018
Duration:	2018–NK
Number of pages:	18
Signed by:	CE and department staff (other than CE) (Department Science Advisor)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

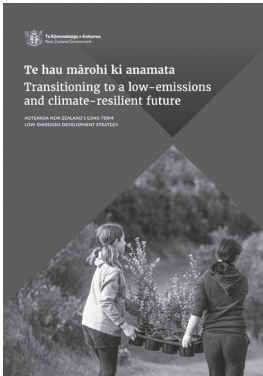
143= out of 230 GDSs

8 out of the 10 GDSs in MFE

39 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>44.5</b>	<b>96</b>

# Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future



**Purpose:**  
*‘[T]o urgently reduce greenhouse gas emissions and increase carbon sinks, so that we meet our domestic emissions reduction targets.’ (p. 9)*

## Strategy (to achieve the purpose):

The approach is to focus on aligning system settings; reducing emissions in the key sectors of the economy; and ensuring a fair distribution of costs and benefits. This strategy forms Part I of the first emissions reduction plan and sets the context for the first three emissions budgets (published in May 2022). These will provide detailed information about the steps Aotearoa will take to reduce emissions and increase carbon sinks in the first budget period (2022–25). (pp. 15, 62)

## Key data

Publication date:	November 2021
Duration:	2021–2050
Number of pages:	68
Signed by:	Crown (Minister of Climate Change)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Required (see Climate Change Response Act 2002, ss 5ZG–5ZI) and cited in the GDS

## McGuinness Institute analysis

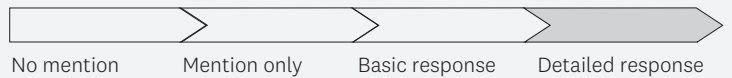
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

65= out of 230 GDSs  
5 out of the 10 GDSs in MFE  
12 out of the 58 GDSs in the Natural Resources Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	4	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>57.5</b>	<b>96</b>

# Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand’s first emissions reduction plan



**Purpose:**  
*‘[T]o contribute to global efforts to limit temperature rise to 1.5 °C above pre-industrial levels.’ (p. 29)*

## Strategy (to achieve the purpose):

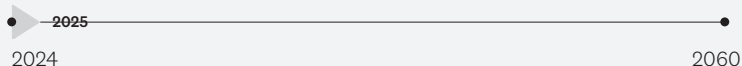
The approach sets out a series of actions under key areas of focus, such as empowering Māori, achieving an equitable transition, working with nature, emissions pricing, funding and finance. (pp. 1, 52–331)

## Key data

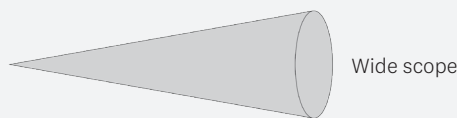
Publication date:	May 2022
Duration:	2022–2025
Number of pages:	348
Signed by:	Crown (Prime Minister and Minister for Climate Change) and CE (Secretary for the Environment)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 12
Legislation:	Required (see Climate Change Response Act 2002, ss 5ZG–5ZI) and cited in the GDS

## McGuinness Institute analysis

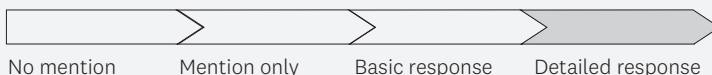
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

1= out of 230 GDSs

1 out of the 10 GDSs in MFE

1 out of the 58 GDSs in the Natural Resources Sector

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

# Urutau, ka Taurikura: Kia tū Pakari a Aotearoa i ngā Huringa Āhuarangi – Adapt and Thrive: Building a Climate- Resilient New Zealand



**Purpose:**

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

**Strategy (to achieve the purpose):**

The approach sets out many actions under three areas: enable better risk-informed decisions; drive climate-resilient development in the right locations; and focus on adaptation options, including managed retreat. (p. 12)

**Key data**

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

## McGuinness Institute analysis

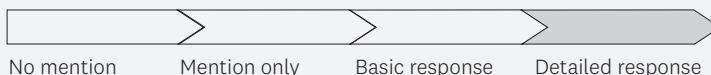
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

18= out of 230 GDSs  
3 out of the 10 GDSs in MFE  
5 out of the 58 GDSs in the Natural Resources Sector

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

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



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

## Strategy (to achieve the purpose):

The approach is to:

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

## Key data

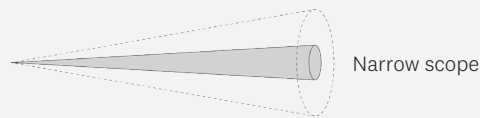
Publication date:	December 2022
Duration:	2022-2025
Number of pages:	88
Signed by:	CE (Secretary for the Environment)
This GDS replaces:	<i>National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants (2006)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable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

## McGuinness Institute analysis

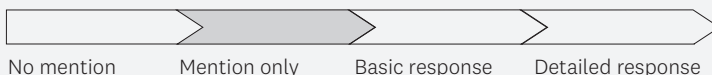
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

52= out of 230 GDSs  
 4 out of the 10 GDSs in MFE  
 8= out of the 58 GDSs in the Natural Resources Sector

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

# Te Rautaki Para – Waste Strategy



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

## Strategy (to achieve the purpose):

The approach covers three areas:

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

## Key data

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

## McGuinness Institute analysis

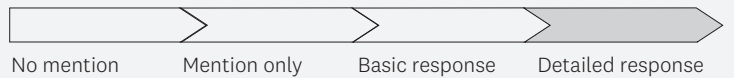
### Year strategy ends



### Scope of subject matter



### Climate intelligence

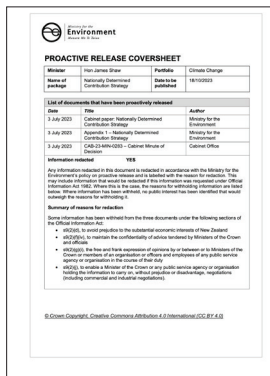


### Transparency scoring

4 out of 230 GDSs  
 2 out of the 10 GDSs in MFE  
 3 out of the 58 GDSs in the Natural Resources Sector

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

# Nationally Determined Contribution Strategy



**Purpose:**  
 '[Reduce] net emissions to 50 percent below 2005 gross emissions levels by 2030'. (p. 28)

## Strategy (to achieve the purpose):

The approach is to:

- Ensure the ERP2 process can deliver increased domestic action and reduce emissions
- Deliver additional mitigation through international cooperation through a portfolio of options
- Reinforce existing climate change policy oversight functions and establish some new special-purpose functions across domestic action and international cooperation to ensure delivery, monitor progress and keep New Zealand on track
- Develop funding options for the cost of meeting the NDC. (p. 32)

## Key data

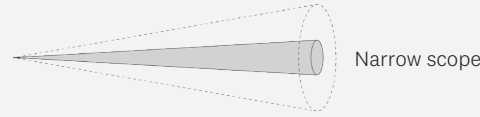
Publication date:	October 2023
Duration:	2023-NK
Number of pages:	35
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Climate Change Response Act 2002, sch 2A) but not cited in the GDS

## McGuinness Institute analysis

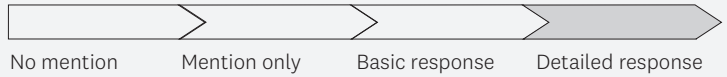
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

67= out of 230 GDSs

6 out of the 10 GDSs in MFE

13 out of the 58 GDSs in the Natural Resources Sector

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

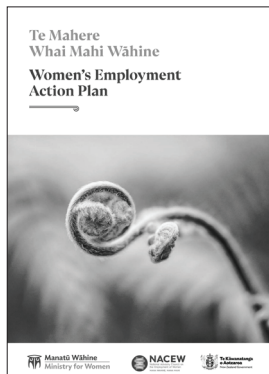




# 14

Ministry for Women—  
Minitatanga mō  
ngā Wāhine

# Te Mahere Whai Mahi Wāhine – Women’s Employment Action Plan



## Purpose:

'[P]rovides a roadmap of actions towards a better future for women's employment.' (p. 10)

## Strategy (to achieve the purpose):

The approach is to deliver on five key objectives:

- Building a skilled workforce
- Supporting regions and industries
- Ensuring workplaces are modern and provide decent work
- Responding to the changing nature of work
- Creating an inclusive labour market. (p. 10)

## Key data

Publication date:	June 2022
Duration:	2022–NK
Number of pages:	76
Signed by:	Crown (Minister for Women and Chair of National Advisory Council on the Employment of Women)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

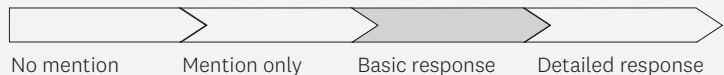
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

16 out of 230 GDSs

1 out of the 1 GDSs in MFW

4 out of the 35 GDSs in the Social Services and Community Sector

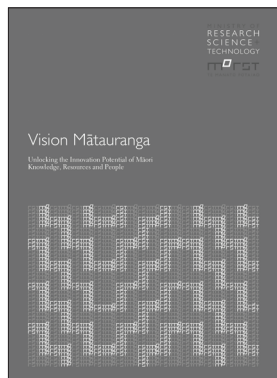
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>77</b>	<b>96</b>



# 15

Ministry of Business,  
Innovation and  
Employment—  
Hīkina Whakatutuki

# Vision Mātauranga



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

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

## McGuinness Institute analysis

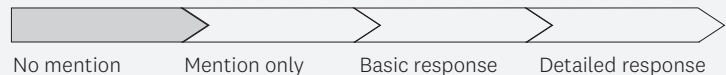
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

178= out of 230 GDSs

10 out of the 16 GDSs in MBIE

18 out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# Strategy to 2040: He kai kei aku ringa – The Crown-Māori Economic Growth Partnership



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

## Strategy (to achieve the purpose):

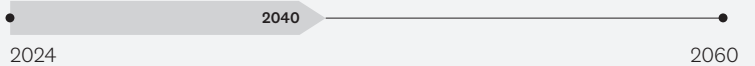
The approach has three themes: education (Government and Māori work together to consider new models of compulsory schooling that better meet Māori needs); natural resources (Government and Māori accelerate discussions on the development of natural resources); and Māori working together to drive growth (Build relationships and manage logistics in export markets). (p. 6)

## Key data

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

## McGuinness Institute analysis

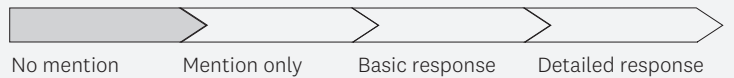
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

155= out of 230 GDSs

7 out of the 16 GDSs in MBIE

14 out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# Refugee Settlement: Resettlement Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

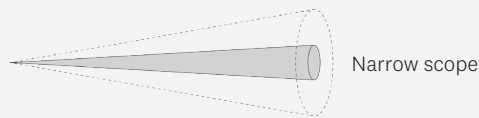
Publication date:	December 2012
Duration:	2012–NK
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

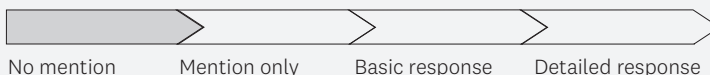
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

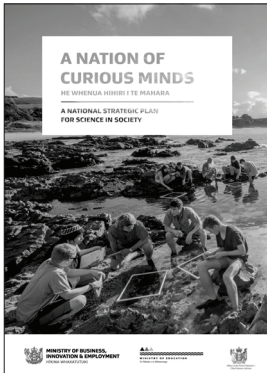
218 out of 230 GDSs

15 out of the 16 GDSs in MBIE

19 out of the 19 GDSs in the Education and Workforce Sector

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

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



## Purpose:

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

## Strategy (to achieve the purpose):

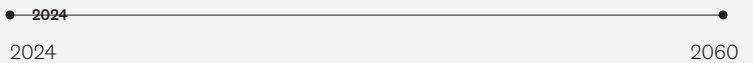
The approach is to focus on three strategic action areas: enhancing the role of education (e.g. stronger links between STEM educators, learners, scientists and technologists); public engaging with science (e.g. encouraging high-quality science); and the science sector engaging with the public (e.g. ensuring scientists know how to make research accessible). (pp. 23–31, 38)

## Key data

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

## McGuinness Institute analysis

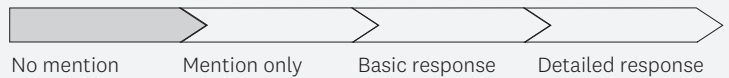
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

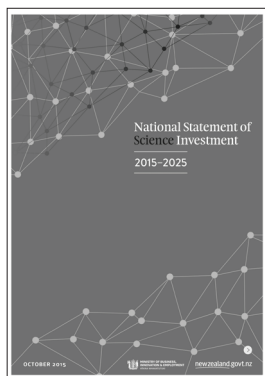
95= out of 230 GDSs

4 out of the 16 GDSs in MBIE

8= out of the 19 GDSs in the Education and Workforce Sector

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

# National Statement of Science Investment



## Purpose:

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

## Strategy (to achieve the purpose):

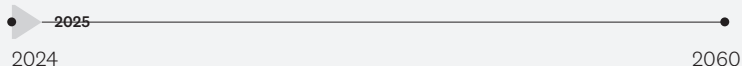
The approach is broad (e.g. helping ensure the national science challenges deliver), but contains some detail (e.g. making the contestable fund a single, more agile and responsive fund). Note: The NSSI will be refreshed every three years to reflect progress and the funding needs of the science system.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

## Key data

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

## McGuinness Institute analysis

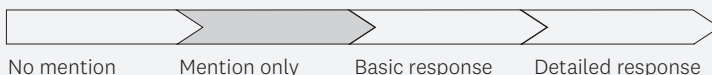
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

67= out of 230 GDSs

1 out of the 16 GDSs in MBIE

7 out of the 26 GDSs in the Economic Development and Infrastructure Sector

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



# Health Research Strategy



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

## Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities (and implement specific actions): invest in excellent health research; create a vibrant research environment in the health sector; build and strengthen pathways for translating research findings into policy and practice; and advance innovative ideas and commercial opportunities. (p. 10)

## Key data

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

## McGuinness Institute analysis

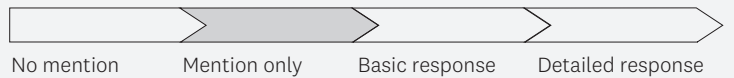
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

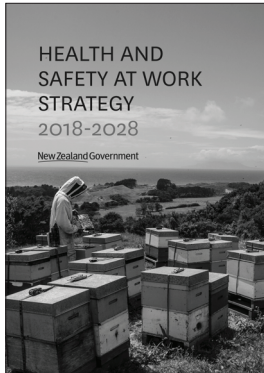
163= out of 230 GDSs

8= out of the 16 GDSs in MBIE

16= out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# Health and Safety at Work Strategy



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

## Strategy (to achieve the purpose):

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

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

214= out of 230 GDSs  
 14 out of the 16 GDSs in MBIE  
 16= out of the 19 GDSs in the Education and Workforce Sector

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

# Conformance System Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

The approach is to focus on four areas: organisational performance and governance, regulatory quality and practice, partnerships for skills and value, and international connections.  
 (pp. 6–7)

## Key data

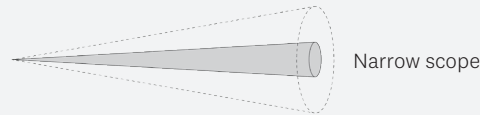
Publication date:	July 2019
Duration:	2019–NK (was initially 2022)
Number of pages:	8
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

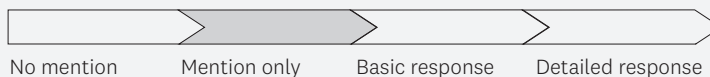
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

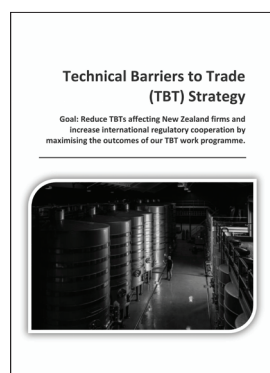
225= out of 230 GDSs

16 out of the 16 GDSs in MBIE

26 out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# Technical Barriers to Trade (TBT) Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

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

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

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

## Key data

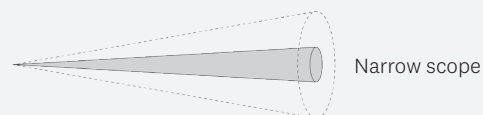
Publication date:	2019
Duration:	2018–NK
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

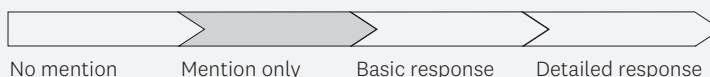
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

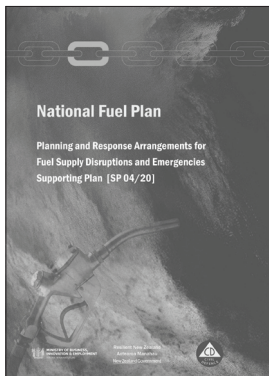
189= out of 230 GDSs

11 out of the 16 GDSs in MBIE

19= out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# National Fuel Plan



## Purpose:

'[M]inimise the effects of a fuel supply disruption on New Zealand, whatever the cause.' (p. 2)

## Strategy (to achieve the purpose):

The approach is to agree communication and coordination arrangements, as well as regional fuel supply arrangements, between government agencies, Civil Defence Emergency Management (CDEM) groups and fuel sector organisations. (p. 2)

## Key data

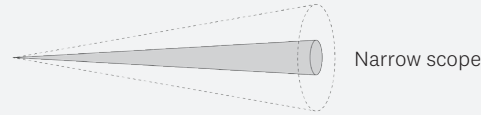
Publication date:	March 2020
Duration:	2020–NK
Number of pages:	70
Signed by:	Department staff (other than CE) (Deputy CE) and other (Director of Civil Defence Emergency Management)
This GDS replaces:	<i>Oil Emergency Response Strategy (2008)</i>
Jointly held with:	DPMC
Transferred from:	Not applicable
Strategy map	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

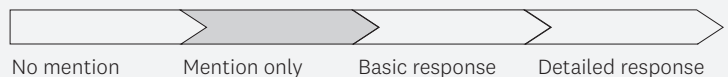
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

111= out of 230 GDSs

5 out of the 16 GDSs in MBIE

10 out of the 26 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	5.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	3.5	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>49</b>	<b>96</b>

# Combatting Modern Forms of Slavery



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

## Strategy (to achieve the purpose):

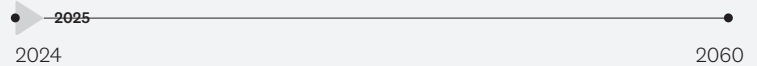
The approach is to strengthen three main objectives (prevention, protection and enforcement), and provide an updated framework outlining the actions and responsibilities of the relevant entities. (Foreword)

## Key data

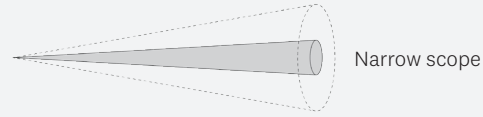
Publication date:	December 2020
Duration:	2020-2025
Number of pages:	29
Signed by:	Crown (Minister for Workplace Relations and Safety)
This GDS replaces:	<i>Plan of Action to Prevent People Trafficking (2009)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

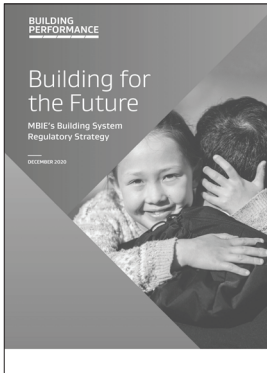
163= out of 230 GDSs

8= out of the 16 GDSs in MBIE

16= out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# Building for the Future: Building System Regulatory Strategy



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

## Strategy (to achieve the purpose):

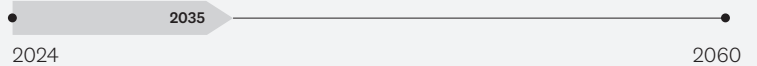
The approach is for MBIE to act as the central regulator for building work, leveraging tools such as laws, compliance, enforcement and partnerships. (p. 8)

## Key data

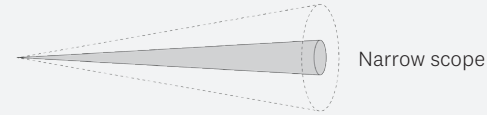
Publication date: December 2020  
 Duration: 2020–2035  
 Number of pages: 21  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, p. 2  
 Legislation: Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

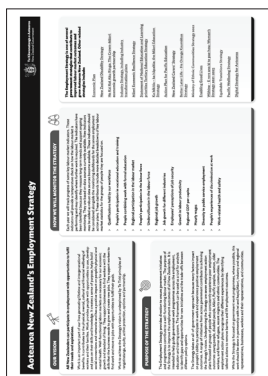
203= out of 230 GDSs

13 out of the 16 GDSs in MBIE

24= out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# Employment Strategy



**Purpose:**  
 '[T]o improve the employment outcomes of all New Zealanders.' (p. 1)

## Strategy (to achieve the purpose):

The approach is to focus on four objectives:

- Building a skilled workforce so workers have the skills they need to achieve their career aspirations
- Supporting thriving industries and regions so businesses can create more jobs and people can work where they choose
- Supporting workplaces to respond to the changing world of work and to provide healthy, safe and productive jobs
- Promoting inclusive work so everyone has opportunities to participate in meaningful and fulfilling work. (p. 2)

## Key data

Publication date:	November 2022
Duration:	2022-NK
Number of pages:	4
Signed by:	Not signed
This GDS replaces:	<i>Our Employment Strategy</i> (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

196=out of 230 GDSs

12 out of the 16 GDSs in MBIE

22 out of the 26 GDSs in the Economic Development and Infrastructure Sector

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



# Regulatory Systems Stewardship Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

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

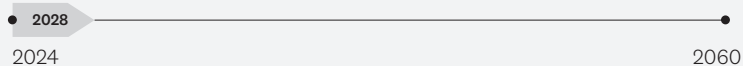
- Embedding formal system leadership
- Lifting core people capability
- Enhancing the design of regulatory policy and implementation
- Embedding proactive system management
- Building knowledge to empower regulatory stewardship
- Engaging with cross-system issues and opportunities. (pp. 16-17)

## Key data

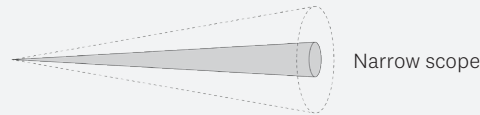
Publication date:	March 2023
Duration:	2023-2028
Number of pages:	36
Signed by:	CE (Secretary for Business, Innovation and Employment and Chief Executive)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 14-15
Legislation:	Not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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

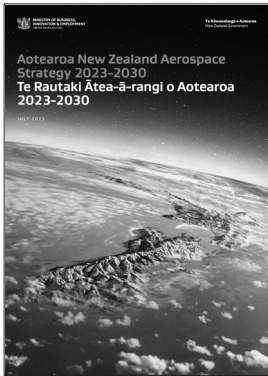
71= out of 230 GDSs

2 out of the 16 GDSs in MBIE

8 out of the 26 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>56</b>	<b>96</b>

# Aerospace Strategy – Te Rautaki Ātea-ā-rangi o Aotearoa



**Purpose:**  
 '[E]stablish a distinct New Zealand approach to developing the aerospace sector, by building on our national strengths, while managing national security risks.' (p. 3)

## Strategy (to achieve the purpose):

The approach is to implement a three-phase approach:

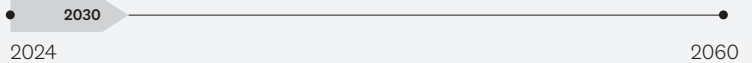
- Take off – setting up governance arrangements and workstreams, assessing current conditions, conducting feasibility assessments, developing project proposals and planning future work
- Ascend – establishing collaborative research programmes, developing proof-of-concept technologies in testing environments and investing in critical infrastructure
- Expand – cementing capabilities and successes by scaling up tested prototypes and securing New Zealand’s niche in aerospace. (p. 25)

## Key data

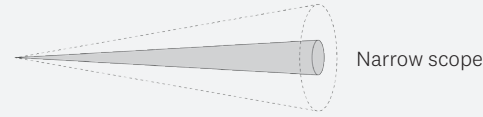
Publication date:	July 2023
Duration:	2023-2030
Number of pages:	19
Signed by:	Crown (Minister of Research, Science and Innovation; Minister for Economic Development; and Associate Minister of Transport)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

77= out of 230 GDSs  
 3 out of the 16 GDSs in MBIE  
 9 out of the 26 GDSs in the Economic Development and Infrastructure Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	5	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>55</b>	<b>96</b>

# Charging Our Future: National electric vehicle charging strategy



**Purpose:**  
*‘Aotearoa New Zealand’s EV charging infrastructure supports an equitable transition to a low-emissions transport system in which accessible, affordable, secure, and reliable charging infrastructure is available to everyone who needs it.’ (p. 2)*

## Strategy (to achieve the purpose):

The approach is to focus on five long-term outcomes:

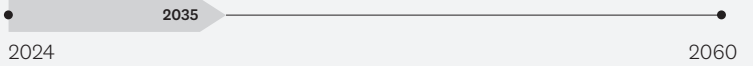
- Integrating EV charging infrastructure, ensuring the system is affordable, reliable, secure and safe
- Making EV charging infrastructure accessible, affordable, secure, and reliable for EV users from diverse backgrounds
- Developing integrated and streamlined cross-sectoral planning and standards to underpin New Zealand’s EV charging system
- Ensuring the EV charging market functions effectively, can adapt and evolve over time, and is attractive to users, operators and investors
- Contributing to the transition to, and use of, low-emissions transport modes across the wider transport system. (p. 3)

## Key data

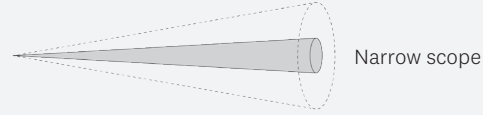
Publication date:	October 2023
Duration:	2023–2035
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MoT
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

146= out of 230 GDSs

6 out of the 16 GDSs in MBIE

12= out of the 26 GDSs in the Economic Development and Infrastructure Sector

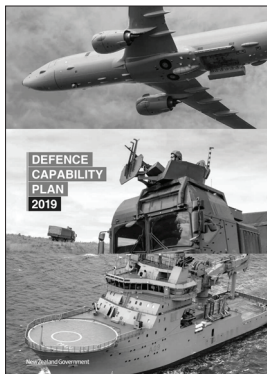
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies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



# 16

**Ministry of Defence—  
Manatū Kaupapa  
Waonga**

# Defence Capability Plan 2019



## Purpose:

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

## Strategy (to achieve the purpose):

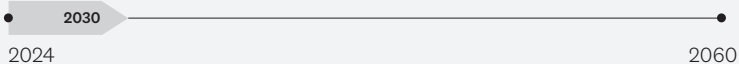
The approach is to provide an indicative investment plan for Defence Force capabilities to 2030, including planned investments in air, maritime, land and information capabilities. (pp. 2-3)

## Key data

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

## McGuinness Institute analysis

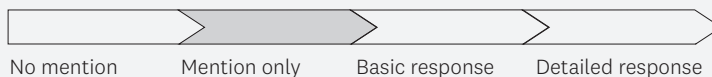
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

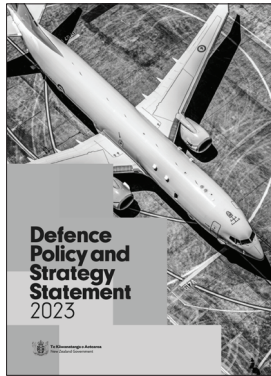
109= out of 230 GDSs

2 out of the 2 GDSs in MOD

5 out of the 11 GDSs in the External Sector

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

# Defence Policy and Strategy Statement



**Purpose:**  
 ‘We will act early and deliberately in pursuing and protecting our defence interests, particularly in and for the Pacific’. (pp. 10-11 of *Defence Policy and Strategy Statement*)

**Strategy (to achieve the purpose):**

The approach is to:

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

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

59 out of 230 GDSs

1 out of the 2 GDSs in MOD

3 out of the 11 GDSs in the External Sector

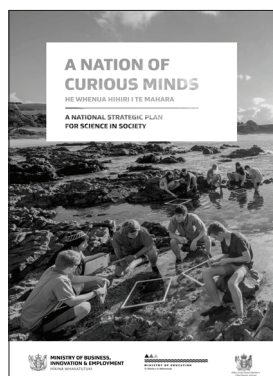
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>55</b>	<b>96</b>



17

Ministry of Education—  
Te Tāhuhu o Te  
Mātauranga

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



**Purpose:**  
*‘Encourage and enable better engagement with science and technology in all sectors of New Zealand.’ (p. 9)*

## Strategy (to achieve the purpose):

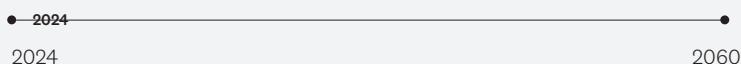
The approach is to focus on three strategic action areas: enhancing the role of education (e.g. stronger links between STEM educators, learners, scientists and technologists); the public engaging with science (e.g. encouraging high-quality science); and the science sector engaging with the public (e.g. ensuring scientists know how to make research accessible). (pp. 23–31, 38)

## Key data

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

## McGuinness Institute analysis

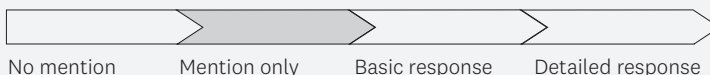
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

95= out of 230 GDSs  
 8 out of the 15 GDSs in Education  
 8= out of the 19 GDSs in the Education and Workforce Sector

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



# International Student Wellbeing Strategy



**Purpose:**

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

**Strategy (to achieve the purpose):**

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

**Key data**

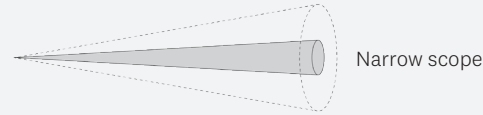
Publication date:	June 2017
Duration:	2017–NK
Number of pages:	12
Signed by:	Crown (Minister for Tertiary Education)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 7
Legislation:	Not applicable

## McGuinness Institute analysis

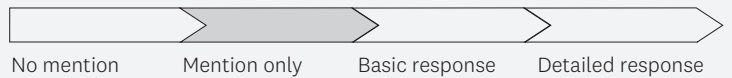
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

217 out of 230 GDSs

15 out of the 15 GDSs in MOE

18 out of the 19 GDSs in the Education and Workforce Sector

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

# Learning Support Action Plan



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

## Strategy (to achieve the purpose):

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

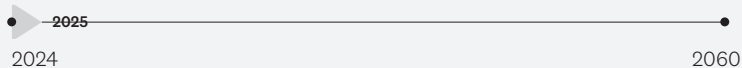
1. Introducing Learning Support Coordinators in schools and kura
2. Screening to enable teachers and other educators to identify and respond to children's learning support needs earlier
3. Strengthening early intervention
4. Providing additional, more flexible supports for neurodiverse children and young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

## Key data

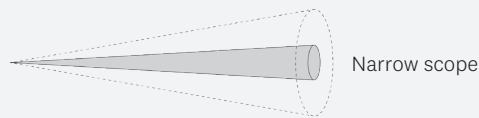
Publication date:	July 2019
Duration:	2019–2025
Number of pages:	48
Signed by:	Crown (Minister and Associate Minister for Education)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 14–15
Legislation:	Not applicable

## McGuinness Institute analysis

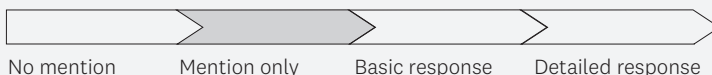
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

61= out of 230 GDSs

7 out of the 15 GDSs in MOE

7 out of the 19 GDSs in the Education and Workforce Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>58</b>	<b>96</b>

# Te Rautaki Rawa Kura – The School Property Strategy 2030



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

## Strategy (to achieve the purpose):

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

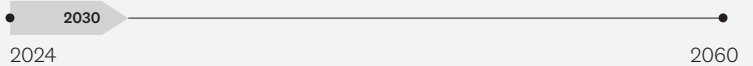
- Establishing quality learning environment standards, carrying out assessments against these standards and investing in interventions where these are below standard
- Implementing their construction category procurement strategy
- Developing their asset management planning and investment frameworks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

## Key data

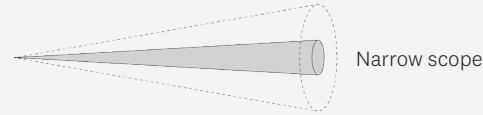
Publication date: June 2020  
 Duration: 2020–2030  
 Number of pages: 48  
 Signed by: Department staff (other than CE) (Head of Education Infrastructure Service)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, pp. 2–3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

## McGuinness Institute analysis

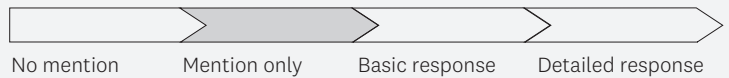
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

52= out of 230 GDSs

5= out of the 15 GDSs in MOE

5= out of the 19 GDSs in the Education and Workforce Sector

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

# Ka Hikitia - Ka Hāpaitia – The Māori Education Strategy



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

## Strategy (to achieve the purpose):

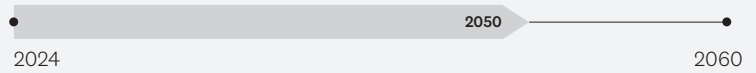
The approach is to provide an organising framework to prioritise cross-agency actions focused on achieving educational success for Māori over the long term. This approach is guided by five principles, for example, ensuring Māori learners and their whānau have a strong sense of belonging across the education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

## Key data

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

## McGuinness Institute analysis

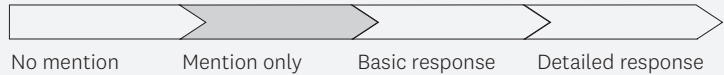
### Year strategy ends



### Scope of subject matter



### Climate intelligence

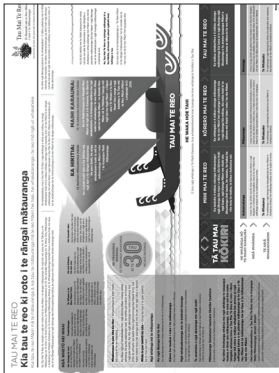


### Transparency scoring

173= out of 230 GDSs  
11 out of the 15 GDSs in MOE  
12 out of the 19 GDSs in the Education and Workforce Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>39</b>	<b>96</b>

# Tau Mai te Reo – The Māori language in education strategy



**Purpose:**  
*‘Growing te reo Māori through education & growing education through te reo Māori to protect and promote the Māori language for future generations.’ (p. 3)*

## Strategy (to achieve the purpose):

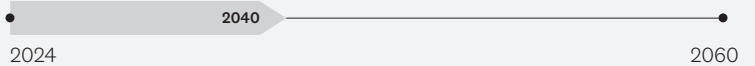
The approach is to focus on seven key actions relating to Māori language in education: stimulating demand among learners and whānau; giving clear directions to education services; growing the Māori language education workforce; providing high quality resources to support teaching and learning; ensuring learners have access; providing system stewardship in support; and supporting learners and whānau to build strong connections with Māori language in education services. (p. 4)

## Key data

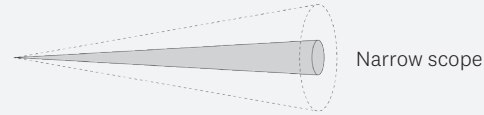
Publication date: July 2020  
 Duration: 2020–2040  
 Number of pages: 4  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, pp. 1, 3  
 Legislation: Not applicable

## McGuinness Institute analysis

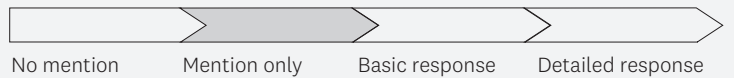
### Year strategy ends



### Scope of subject matter



### Climate intelligence

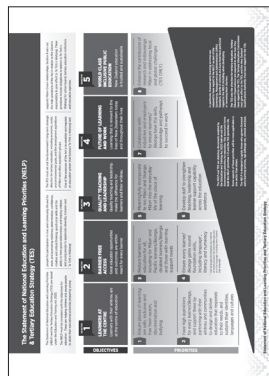


### Transparency scoring

203= out of 230 GDSs  
 14 out of the 15 GDSs in MOE  
 15 out of the 19 GDSs in the Education and Workforce Sector

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

# Statement of National Education and Learning Priorities



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

**Strategy (to achieve the purpose):**

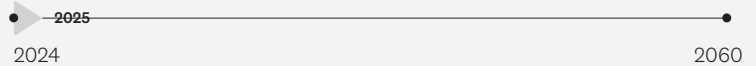
The approach focuses on seven priority areas: ensure places of learning are safe and inclusive; have high aspirations for every learner and support these aspirations; reduce barriers to education for all; ensure all learners have a strong foundation in literacy, language and numeracy; incorporate tikanga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

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

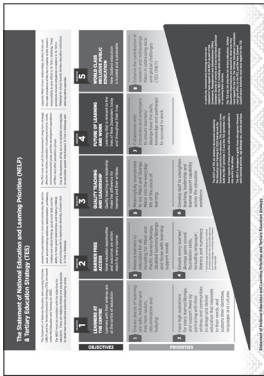


**Transparency scoring**

178= out of 230 GDSs  
 12 out of the 15 GDSs in MOE  
 13 out of the 19 GDSs in the Education and Workforce Sector

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

# Tertiary Education Strategy



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

## Strategy (to achieve the purpose):

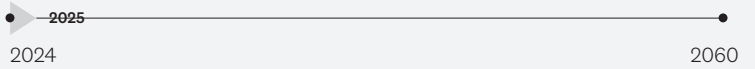
The approach focuses on eight priority areas to support tertiary students: ensure places of learning are safe and inclusive; have high aspirations for every learner and support these aspirations; reduce barriers to education for all; ensure all learners have a strong foundation in literacy, language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

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

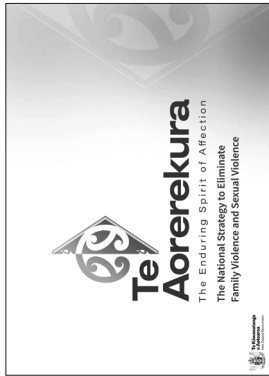


### Transparency scoring

186= out of 230 GDSs  
13 out of the 15 GDSs in MOE  
14 out of the 19 GDSs in the Education and Workforce Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>34.5</b>	<b>96</b>

# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



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

**Strategy (to achieve the purpose):**

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

**Key data**

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

McGuinness Institute analysis

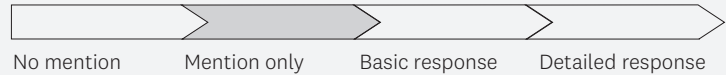
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



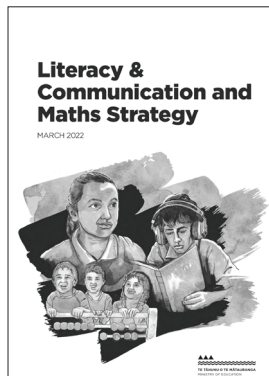
**Transparency scoring**

34= out of 230 GDSs  
 2 out of the 15 GDSs in MOE  
 2 out of the 19 GDSs in the Education and Workforce Sector

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



# Literacy & Communication and Maths Strategy



## Purpose:

'[G]uide action to shape the early learning and schooling system to deliver equity and excellence in literacy & communication and maths teaching and learning. Learners being more successful in these foundational skills, and enjoying their learning more, will also help children and young people stay engaged in education.' (p. 5)

## Strategy (to achieve the purpose):

The approach is to focus on five interdependent focus areas:

- Clear expectations for teaching and learning
- Capability supports along the career pathway to develop effective kaiako and teachers who can meet the needs of diverse groups of learners
- Educationally powerful connections to support and enhance learning
- A system of learning that responds to the needs of every learner
- System-wide evaluation. (p. 6)

## Key data

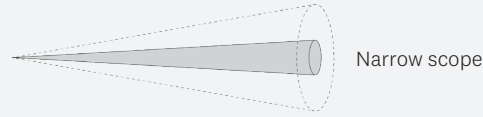
Publication date:	March 2022
Duration:	2022–NK
Number of pages:	36
Signed by:	Crown (Associate Minister of Education)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 18–19
Legislation:	Not applicable

## McGuinness Institute analysis

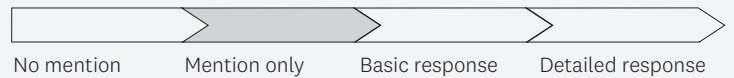
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

52= out of 230 GDSs

5= out of the 15 GDSs in MOE

5= out of the 19 GDSs in the Education and Workforce Sector

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

# Attendance and Engagement Strategy



## Purpose:

*'[C]hildren, young people and their whānau exercise their right to education every day, because every day of learning matters'. (p. 5)*

## Strategy (to achieve the purpose):

The approach is to focus on 13 priority actions that will be delivered across four focus areas:

- 'Empowering ākongā and their whānau to engage in education
- Strengthening school and kura engagement practice
- Strengthening system enablers and supports for engagement
- Strengthening cross-government collaboration to address barriers to engagement.' (p. 9)

## Key data

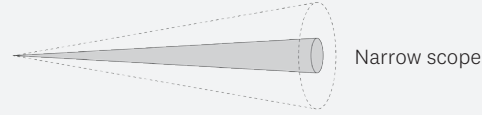
Publication date:	June 2022
Duration:	2022–NK
Number of pages:	16
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

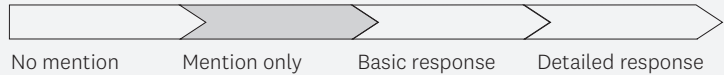
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

50 out of 230 GDSs

4 out of the 15 GDSs in MOE

4 out of the 19 GDSs in the Education and Workforce Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	3	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>61</b>	<b>96</b>

# Hei Raukura mō te Mokopuna – A Te Reo Matatini and Pāngarau Strategy



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

**Strategy (to achieve the purpose):**

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

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

**Key data**

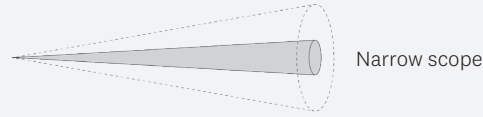
Publication date:	February 2022
Duration:	2022–NK
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

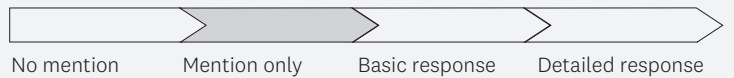
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

136= out of 230 GDSs

10 out of the 15 GDSs in MOE

11 out of the 19 GDSs in the Education and Workforce Sector

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

# International Education Strategy



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

## Strategy (to achieve the purpose):

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

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

The overarching goals are:

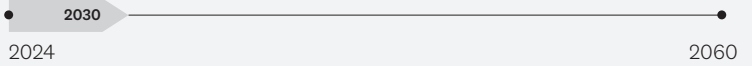
- Delivering an excellent education and student experience
- Ensuring international education is sustainable and resilient
- Developing global citizens. (pp. 2, 7, 9-10, 13)

## Key data

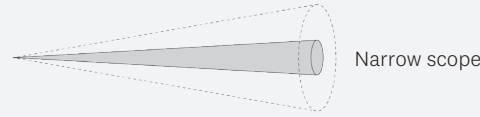
Publication date:	August 2022
Duration:	2022-2030
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	<i>International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030 (2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation: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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

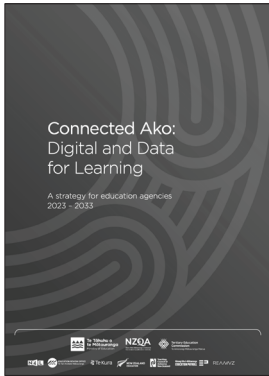


### Transparency scoring

43 out of 230 GDSs  
 3 out of the 15 GDSs in MOE  
 3 out of the 19 GDSs in the Education and Workforce Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>65</b>	<b>96</b>

# Connected Ako: Digital and data for learning (a strategy for education agencies)



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

## Strategy (to achieve the purpose):

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

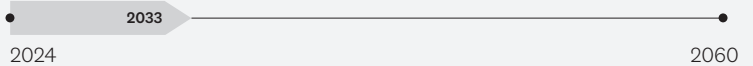
- Connection – building on the foundations  
Initiatives: Te ao Māori in digital design; using data to make a difference; and safe and effective digital services
- Commitment – how we work  
Initiatives: Engaging widely and effectively, and showing future-focused leadership
- Capability – to deliver  
Initiative: Transformation of learning, teaching, assessment and research. (p. 8)

## Key data

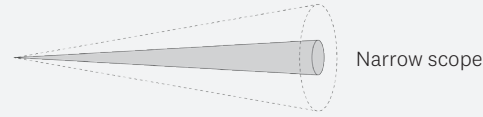
Publication date:	June 2023
Duration:	2023–2033
Number of pages:	64
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Not applicable

## McGuinness Institute analysis

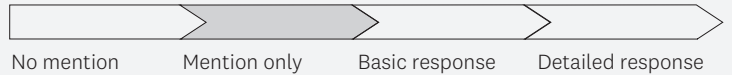
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

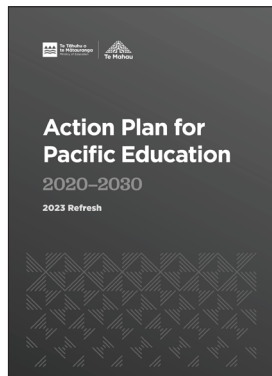
100= out of 230 GDSs

9 out of the 15 GDSs in MOE

10 out of the 19 GDSs in the Education and Workforce Sector

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

# Action Plan for Pacific Education: 2023 refresh



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

## Strategy (to achieve the purpose):

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

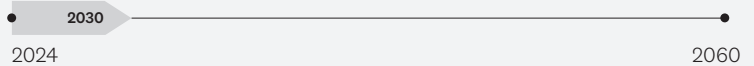
- Working reciprocally with diverse Pacific communities
- Confronting systemic racism and discrimination in education
- Enabling every teacher, leader and educational professional to take coordinated action to become culturally competent with diverse Pacific learners
- Partnering with families to design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

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

30= out of 230 GDSs

1 out of the 15 GDSs in MOE

1 out of the 19 GDSs in the Education and Workforce Sector

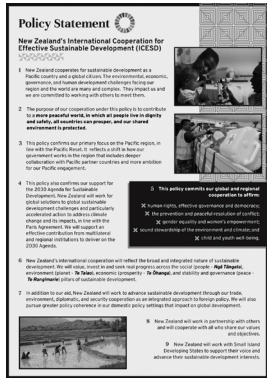
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies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



18

Ministry of Foreign  
Affairs and Trade—  
Manatū Aorere

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



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

## Strategy (to achieve the purpose):

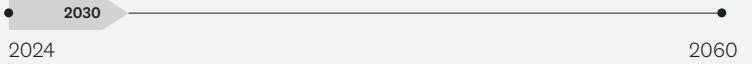
The approach aims to integrate environmental, diplomatic, trade, and security cooperation through MFAT's policy goals. (p. 1)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

223 out of 230 GDSs  
 7 out of the 7 GDSs in MFAT  
 11 out of the 11 GDSs in the External Sector

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



# India – New Zealand 2025: Investing in the Relationship



**Purpose:**  
*‘Building a more enduring strategic relationship between India and New Zealand.’*  
(inside cover)

## Strategy (to achieve the purpose):

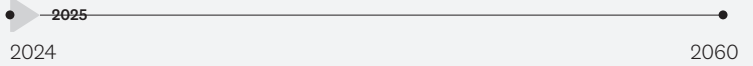
The approach is structured around six goals: building a relationship based on mutual trust that advances our shared interests; improving New Zealanders’ capability for engaging with India; growing goods and services trade for shared prosperity; ensuring New Zealand’s value proposition is known and understood; stronger and broader sporting and cultural connections between New Zealand and India; and shared approaches bilaterally and in international fora. (pp. 2–3, 5, 7, 9, 11, 13, 15)

## Key data

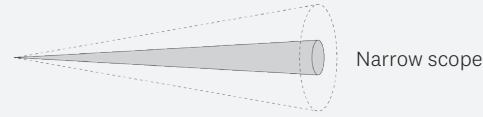
Publication date:	February 2020
Duration:	2020–2025
Number of pages:	11
Signed by:	Crown (Minister of Foreign Affairs)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

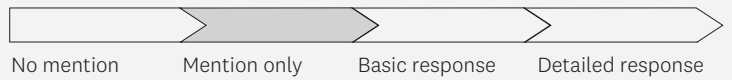
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

219= out of 230 GDSs

6 out of the 7 GDSs in MFAT

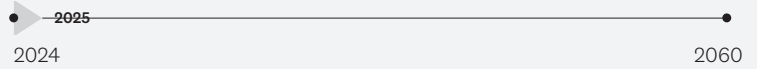
10 out of the 11 GDSs in the External Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>21</b>	<b>96</b>

# Gender Action Plan

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

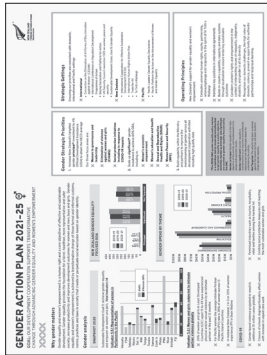


### Transparency scoring

206= out of 230 GDSs

3= out of the 7 GDSs in MFAT

7= out of the 11 GDSs in the External Sector



### Purpose:

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

### Strategy (to achieve the purpose):

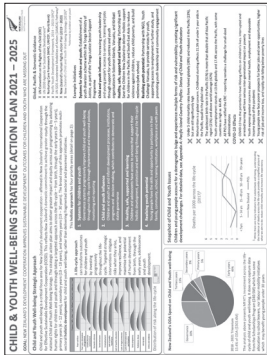
The approach focuses on three areas: women in governance and leadership; eliminating violence against women and girls; and social protection. (p. 1)

### Key data

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

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

# Child & Youth Well-Being Strategic Action Plan



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

**Strategy (to achieve the purpose):**

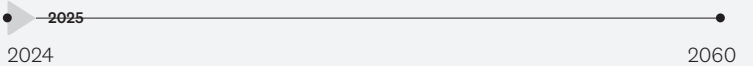
The approach is for MFAT to invest in four areas: improving governance systems for children and youth; empowering children and youth to participate in and inform development; providing health and learning services; and realising youth potential. (p. 1)

**Key data**

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

## McGuinness Institute analysis

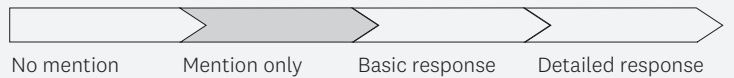
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

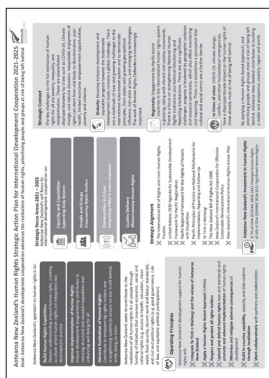


**Transparency scoring**

206= out of 230 GDSs  
 3= out of the 7 GDSs in MFAT  
 7= out of the 11 GDSs in the External Sector

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

# Human Rights Strategic Action Plan for International Development Cooperation



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

## Strategy (to achieve the purpose):

The approach has four strategic focus areas:

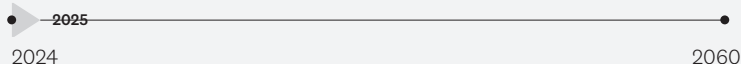
- Capacity and capability: duty bearers are supported to improve human rights monitoring and implementation
- People and groups: rights holders are empowered through inclusive development
- Communities in crises: this human rights based approach is integrated in crises responses
- Quality delivery: human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

## Key data

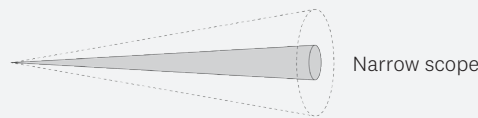
Publication date:	October 2021
Duration:	2021-2025
Number of pages:	2
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

## McGuinness Institute analysis

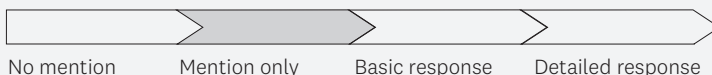
### Year strategy ends



### Scope of subject matter



### Climate intelligence

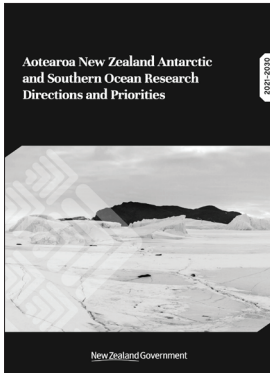


### Transparency scoring

206= out of 230 GDSs  
 3= out of the 7 GDSs in MFAT  
 7= out of the 11 GDSs in the External Sector

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

# Antarctic and Southern Ocean Research Directions and Priorities



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

**Strategy (to achieve the purpose):**

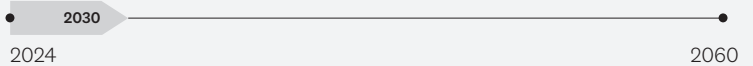
The approach is to focus on four priority research directions: sea-level rise; connections between the cryosphere (frozen water), ocean and atmosphere; ecosystem dynamics; and protection of Antarctic and Southern Ocean environments. (p. 2)

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

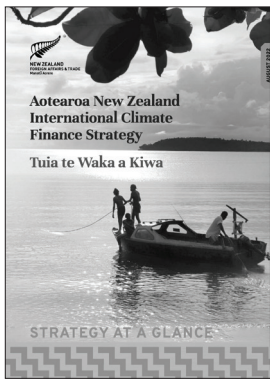


**Transparency scoring**

100= out of 230 GDSs  
 2 out of the 7 GDSs in MFAT  
 4 out of the 11 GDSs in the External Sector

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

# International Climate Finance Strategy – Tuia te Waka a Kiwa



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

**Strategy (to achieve the purpose):**

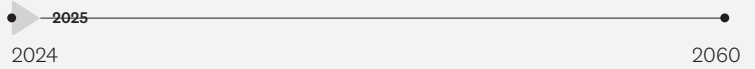
- The approach is to focus on four goals:
- Accelerated climate change mitigation
  - Enhanced resilience and adaptation to the impacts of climate change
  - Improved institutional capability and evidence-based decision making
  - Leveraged investment to achieve greater climate impact. (pp. 18-19)

**Key data**

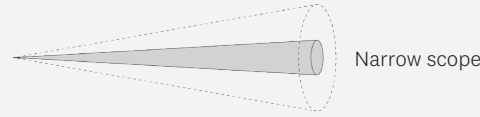
Publication date:	August 2022
Duration:	2022-2025
Number of pages:	19
Signed by:	Crown (Minister of Foreign Affairs and Minister for Climate Change)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

13= out of 230 GDSs  
 1 out of the 7 GDSs in MFAT  
 1 out of the 11 GDSs in the External Sector

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



19

Ministry of Health—  
Manatū Hauora

# Palliative Care Strategy

**The New Zealand Palliative Care Strategy**

**Purpose:**

*‘All people who are dying and their family/whānau who could benefit from palliative care have timely access to quality palliative care services that are culturally appropriate and are provided in a co-ordinated way.’ (p. vii)*

**Strategy (to achieve the purpose):**

The approach is to create an integrated, cooperative framework with DHBs that ensures a palliative care culture. Actions are organised under nine strategies and include: implementing hospital palliative care teams; developing the palliative care workforce and training requirements; and implementing the Paediatric Review recommendations. (pp. 15-20)

**Key data**

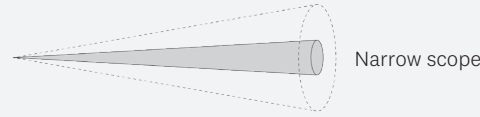
Publication date:	February 2001
Duration:	2001–NK (was initially 2011)
Number of pages:	65
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

118= out of 230 GDSs  
 23 out of the 44 GDSs in MOH  
 23 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6.5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>48.5</b>	<b>96</b>



# Sexual and Reproductive Health Strategy – Phase One

<b>Sexual and Reproductive Health Strategy</b> Phase One	<b>Purpose:</b> <i>'Good sexual and reproductive health for all New Zealanders.'</i> (p. 3)
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## Strategy (to achieve the purpose):

The approach is to design a framework to meet the sexual-health needs of particular communities using a two-phase process which guides and aligns the health sector in the management and funding of services for STIs, unwanted pregnancy and HIV/AIDS. (p. iii)

## Key data

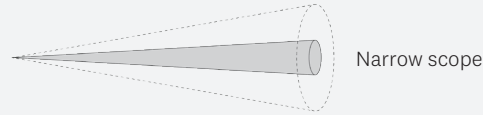
Publication date:	October 2001
Duration:	2001–NK
Number of pages:	32
Signed by:	Crown (Minister of Health)
This GDS replaces:	<i>Sexual and Reproductive Health Strategy (2001)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

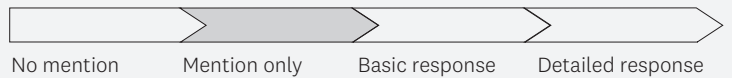
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

186= out of 230 GDSs

38 out of the 44 GDSs in MOH

38 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>34.5</b>	<b>96</b>

# Cancer Control Strategy

**The  
New Zealand  
Cancer Control  
Strategy**

**Purpose:**  
*‘The overall purposes of the strategy are to: reduce the incidence and impact of cancer [and] reduce inequalities with respect to cancer.’ (p. 19)*

**Strategy (to achieve the purpose):**

The approach includes 25 objectives to support six goals, along with broad areas for action to achieve the objectives. Examples of objectives include reducing the number of people who develop cancers due to tobacco use and second-hand smoke, and reducing the number of people developing cancers related to physical inactivity and obesity. (pp. 10, 25–55)

**Key data**

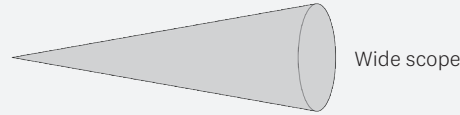
Publication date:	August 2003
Duration:	2003–NK (was initially 2008)
Number of pages:	84
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

80= out of 230 GDSs

14 out of the 44 GDSs in MOH

14 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>54</b>	<b>96</b>

# Medicines New Zealand

**Medicines  
New Zealand**

Contributing to good health outcomes  
for all New Zealanders

**Purpose:**

*‘New Zealanders will have a medicines system that: delivers quality medicines that are safe and effective; provides access to the medicines they need; [and] ensures that medicines are used effectively.’ (p. 7)*

**Strategy (to achieve the purpose):**

The approach is to provide an overarching framework for agencies and stakeholders, in order to inform decision-making and ensure a cohesive and responsive medicines system is put in place. Ways to do this include making funding decisions more transparent and consulting with stakeholders to ensure current and future needs are met. (p. 10)

**Key data**

Publication date:	December 2007
Duration:	2007–NK
Number of pages:	24
Signed by:	Crown (Minister and Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

## McGuinness Institute analysis

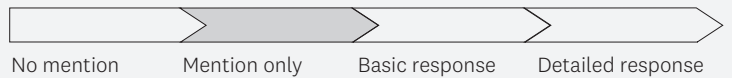
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**

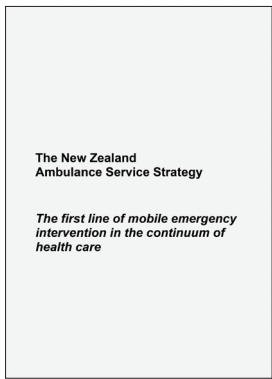


**Transparency scoring**

198 out of 230 GDSs  
 40 out of the 44 GDSs in MOH  
 40 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	3	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>30.5</b>	<b>96</b>

# Ambulance Service Strategy



**Purpose:**  
*'[E]nsure that the ambulance sector has clearly defined roles in the emergency and health sectors ... deliver[s] a long-term plan for meeting community emergency health needs [and] integrate[s] ambulance services within the wider health sector.'* (p. 2)

## Strategy (to achieve the purpose):

The approach focuses on 10 initiatives that promote leadership, cohesion and consistency between emergency ambulance providers, with greater national consistency in training, clinical guidelines and oversight, and levels of practice. The department will also work more closely with key organisations, such as ACC, MOH and DHBs, to integrate ambulance services within the wider health sector. (pp. 4-14)

## Key data

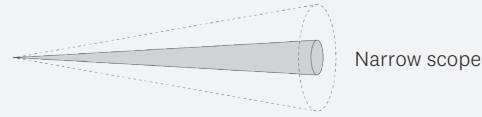
Publication date:	June 2009
Duration:	2009-NK (was initially 2020)
Number of pages:	13
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 7
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

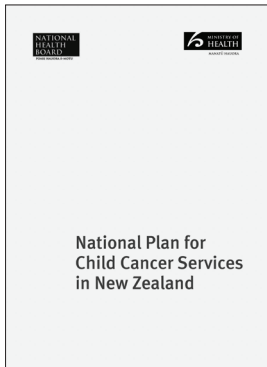
181= out of 230 GDSs

34= out of the 44 GDSs in MOH

34= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>36</b>	<b>96</b>

# National Plan for Child Cancer Services in New Zealand



**Purpose:**  
 '[A]chieve national agreement on the service delivery model [including] equitable access ... certainty for parents, families and whānau ... clarity for District Health Boards (DHBs) ... [and] sustainable child cancer services.' (p. 1)

**Strategy (to achieve the purpose):**

The approach is a two-centre model for the provision of specialist paediatric oncology care, with shared care arrangements with other DHBs. The two specialist centres are to be Starship Children’s Hospital at Auckland DHB and Christchurch Hospital at Canterbury DHB. Actions include: reviewing current supportive care available and pricing for paediatric oncology; revising the Paediatric Oncology Service Specification; formalising shared care agreements; and establishing a national clinical network for child cancer services in New Zealand. (p. vi)

**Key data**

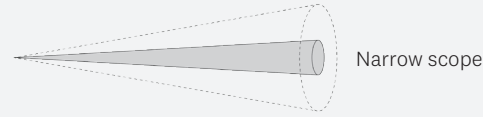
Publication date:	December 2011
Duration:	2011–NK
Number of pages:	54
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

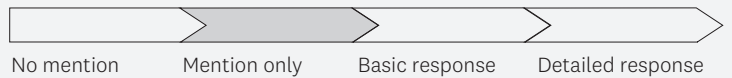
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**

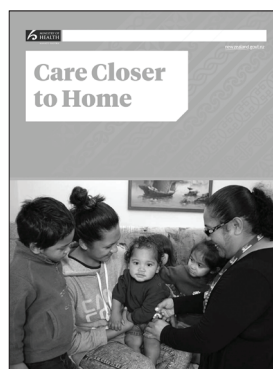


**Transparency scoring**

86= out of 230 GDSs  
 16= out of the 44 GDSs in MOH  
 16= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	5.5	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	3.5	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>53</b>	<b>96</b>

# Care Closer to Home



## Purpose:

'[P]roviding better, integrated health care closer to home for all New Zealanders.' (p. 1)

## Strategy (to achieve the purpose):

The approach is to highlight initiatives being carried out by health-care providers to treat health issues early and provide care for patients discharged from hospital within their local communities. (p. 1)

## Key data

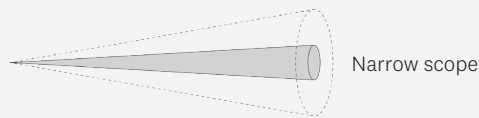
Publication date:	February 2014
Duration:	2014–NK
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

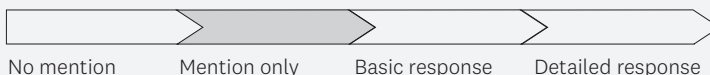
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

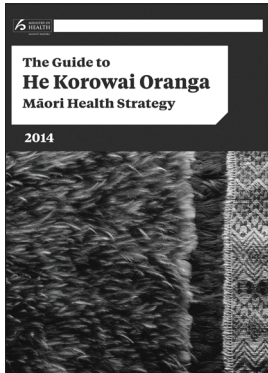
229 out of 230 GDSs

44 out of the 44 GDSs in MOH

44 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2.5	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	0.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	0.5	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>13.5</b>	<b>96</b>

# He Korowai Oranga – Māori Health Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

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

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

169 out of 230 GDSs

32 out of the 44 GDSs in MOH

32 out of the 44 GDSs in the Health Sector

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

# Cancer Plan

**New Zealand Cancer Plan**  
Better, Faster Cancer Care  
2015-2018

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

**Strategy (to achieve the purpose):**

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

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

155= out of 230 GDSs

30= out of the 44 GDSs in MOH

30= out of the 44 GDSs in the Health Sector

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



# Implementing Medicines New Zealand



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

**Strategy (to achieve the purpose):**

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

**Key data**

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

## McGuinness Institute analysis

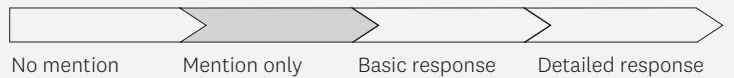
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

181= out of 230 GDSs

34= out of the 44 GDSs in MOH

34= out of the 44 GDSs in the Health Sector

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

# Cancer Health Information Strategy



**Purpose:**  
 '[T]o deliver comprehensive, accessible and accurate information to support the delivery of quality care across the cancer patient pathway' and to 'align with the National Health IT Plan [see GDS19-14] and enable the New Zealand Cancer Plan 2015-2018 [see GDS19-18].' (pp. 1, 6)

## Strategy (to achieve the purpose):

The approach is to focus on four interventions: to establish a national framework for managing cancer data; to standardise, digitise and make accessible cancer data at point of care; to aggregate relevant patient and cancer service data into cancer information; and to analyse, produce and communicate cancer intelligence to stakeholders. (p. 7)

## Key data

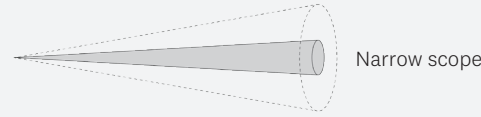
Publication date:	July 2015
Duration:	2015-NK (was initially 2020)
Number of pages:	21
Signed by:	Department staff (other than CE) (National Clinical Director Cancer and Director of National Health IT Board and Information Group)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred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

## McGuinness Institute analysis

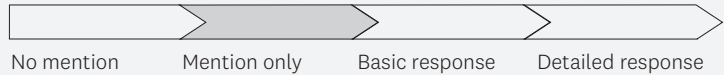
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

181= out of 230 GDSs

34= out of the 44 GDSs in MOH

34= out of the 44 GDSs in the Health Sector

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

# Living Well with Diabetes

**Living Well with Diabetes**  
A plan for people at high risk of or living with diabetes  
2015–2020

**Purpose:**  
*‘All New Zealanders with diabetes, or at high risk of developing type 2 diabetes, are living well and have access to high-quality, people-centred health services.’ (p. 6)*

**Strategy (to achieve the purpose):**

The approach is to focus on reducing the personal burden of disease for people with diabetes; providing consistent and equitable services for all New Zealanders; and reducing the cost of diabetes on the public health system, and the broader societal impact in the longer term. (p. 7)

**Key data**

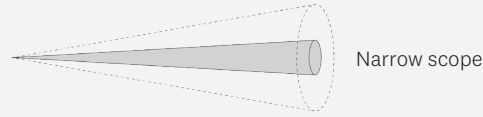
Publication date:	October 2015
Duration:	2015–NK (was initially 2020)
Number of pages:	39
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

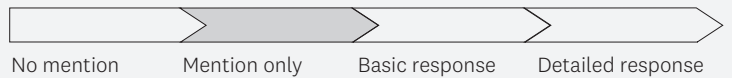
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

151= out of 230 GDSs  
28= out of the 44 GDSs in MOH  
28= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>43.5</b>	<b>96</b>

# Disability Strategy 2016–2026



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

### Strategy (to achieve the purpose):

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

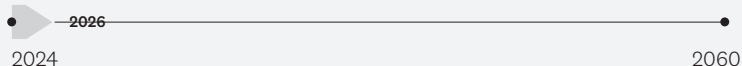
Each outcome has two parts: a vision of the future which sets the aspiration, and how this future will be attained. (pp. 22–39, 46–47)

### Key data

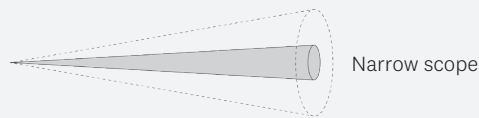
Publication date:	November 2016
Duration:	2016–2026
Number of pages:	52
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	<i>Disability Strategy</i> (2001)
Jointly held with:	MSD
Transferred from:	Not applicable
Strategy map:	Yes, pp. 8, 22
Legislation:	Not applicable

## McGuinness Institute analysis

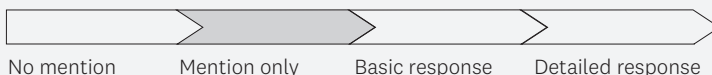
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

146= out of 230 GDSs

27 out of the 44 GDSs in MOH

27 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>44</b>	<b>96</b>

# Healthy Ageing Strategy

**Healthy Ageing Strategy**

**Purpose:**  
*‘Older people live well, age well and have a respectful end of life in age-friendly communities.’ (p. ii)*

**Strategy (to achieve the purpose):**

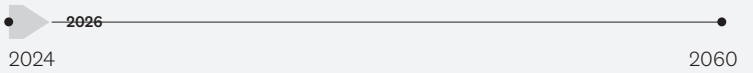
The approach focuses on five outcome areas: healthy ageing; acute and restorative care; living well with long-term conditions; support for people with high and complex needs; and respectful end of life. The strategy also includes an action plan listing specific actions for each outcome area and the lead entity and key partners tasked with implementing each action. (pp. 17, 48–67)

**Key data**

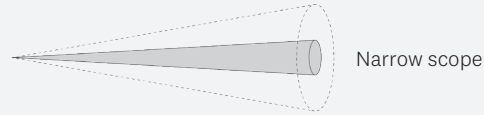
Publication date:	December 2016
Duration:	2016–2026
Number of pages:	76
Signed by:	Crown (Associate Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

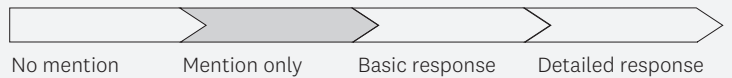
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

136= out of 230 GDSs  
 25= out of the 44 GDSs in MOH  
 25= out of the 44 GDSs in the Health Sector

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

# Health Research Strategy



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

## Strategy (to achieve the purpose):

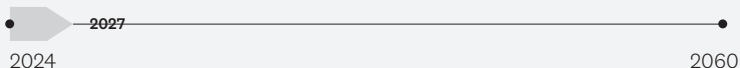
The approach is to focus on four strategic priorities (and implement specific actions): invest in excellent health research; create a vibrant research environment in the health sector; build and strengthen pathways for translating research findings into policy and practice; and advance innovative ideas and commercial opportunities. (p. 10)

## Key data

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

## McGuinness Institute analysis

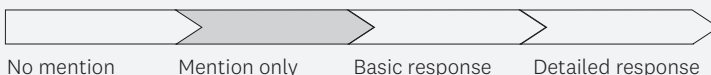
### Year strategy ends



### Scope of subject matter



### Climate intelligence

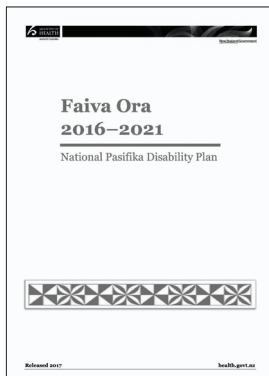


### Transparency scoring

120= out of 230 GDSs  
 24 out of the 44 GDSs in MOH  
 24 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	0	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	3	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>48</b>	<b>96</b>

# Faiva Ora 2016–2021 – National Pasifika Disability Plan



**Purpose:**  
*'Pasifika disabled people and their families are supported to live the lives they choose.'* (p. 1)

### Strategy (to achieve the purpose):

The approach is to focus on four priorities: outcomes improve for Pasifika disabled children, youth and their families; Pasifika communities are able to better engage with and support individuals with disabilities and their families to participate in their communities; disability services and supports meet the needs of Pasifika disabled people and their families; and stakeholders work in partnership to address challenges experienced by Pasifika disabled people and their families. (pp. 15–19)

### Key data

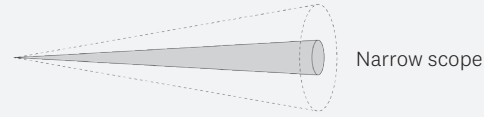
Publication date:	August 2017
Duration:	2016–NK (was initially 2021)
Number of pages:	27
Signed by:	Not signed
This GDS replaces:	<i>Faiva Ora National Pasifika Disability Plan (2014)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

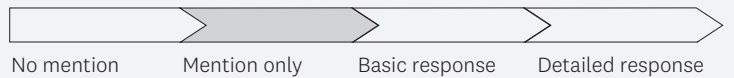
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

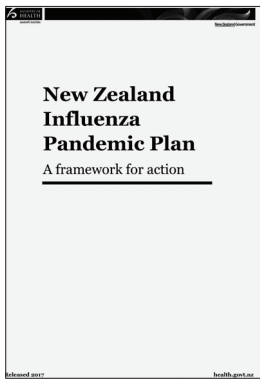
90= out of 230 GDSs

19= out of the 44 GDSs in MOH

19= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>52.5</b>	<b>96</b>

# Influenza Pandemic Plan: A framework for action



**Purpose:**  
*‘To minimise deaths, serious illness and serious disruption to communities and the economy arising from an influenza pandemic.’ (p. 1)*

## Strategy (to achieve the purpose):

The approach is to provide a six-phase model of actions: plan for it (planning and preparedness), keep it out (border management), stamp it out (cluster control), manage it (pandemic management), manage it post-peak and recover from it (recovery). (p. 9)

## Key data

Publication date:	August 2017
Duration:	2017–NK
Number of pages:	193
Signed by:	CE (Director-General of Health)
This GDS replaces:	<i>Influenza Pandemic Action Plan (2010)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

136= out of 230 GDSs

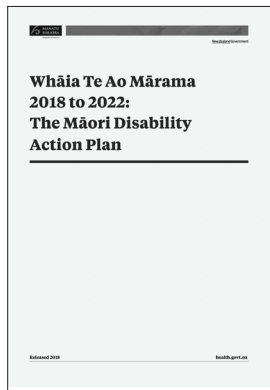
25= out of the 44 GDSs in MOH

25= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	0.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	3.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>45</b>	<b>96</b>



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



**Purpose:**

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

**Strategy (to achieve the purpose):**

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

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

**Key data**

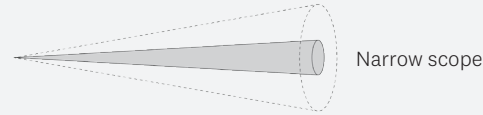
Publication date:	March 2018
Duration:	2018–NK (was initially 2022)
Number of pages:	18
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

McGuinness Institute analysis

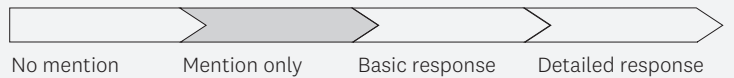
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

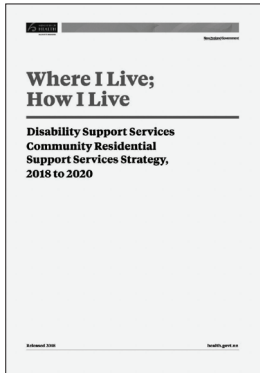
199= out of 230 GDSs

41 out of the 44 GDSs in MOH

41 out of the 44 GDSs in the Health Sector

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

# Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy



**Purpose:**  
*'[P]rovide disabled people and their families/whānau with greater choice, control and flexibility, while acknowledging that people's own experiences will contribute to their level of desire to explore different living choices.'* (p. 16)

## Strategy (to achieve the purpose):

The approach is to implement 10 actions, including working with the health and disability sector to improve options for attracting and retaining skilled support workers, and ensuring that the recently established guidelines on preventing and managing abuse are implemented effectively. (pp. 20–21)

## Key data

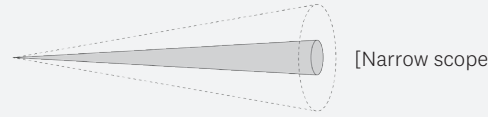
Publication date:	March 2018
Duration:	2018–NK (was initially 2020)
Number of pages:	33
Signed by:	Crown (Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

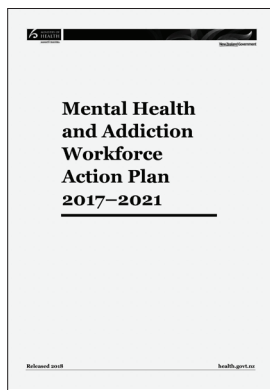
151= out of 230 GDSs

28= out of the 44 GDSs in MOH

28= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6.5	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>43.5</b>	<b>96</b>

# Mental Health and Addiction Workforce Action Plan



## Purpose:

*'For the mental health and addiction workforce, ... [this means] enabling people to thrive and experience wellbeing wherever they live and whatever their circumstances.'* (p. vii)

## Strategy (to achieve the purpose):

The approach is to concentrate on four priority areas: a workforce that is focused on people and improved outcomes; a workforce that is integrated and connected across the continuum; a workforce that is competent and capable; and a workforce that is the right size and skill mix. (p. viii)

## Key data

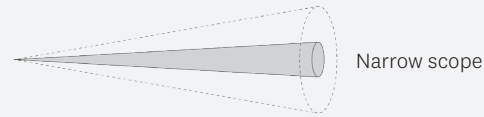
Publication date:	April 2018
Duration:	2017-NK (was initially 2021)
Number of pages:	52
Signed by:	Department staff (other than CE) (Director of Mental Health and Chief Advisor; and Chief People and Transformation Officer)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 21
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

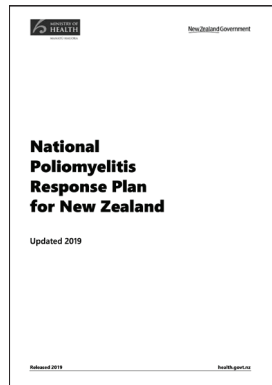
90= out of 230 GDSs

19= out of the 44 GDSs in MOH

19= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7.5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>52.5</b>	<b>96</b>

# National Poliomyelitis Response Plan for New Zealand



**Purpose:**  
*'New Zealand [is] ready with a prompt, effective and evidence-based response if a case is imported.'* (p. 1)

**Strategy (to achieve the purpose):**

The approach is to outline a response plan to a potential outbreak of poliomyelitis (polio) that is tailored towards case, contact and community responses, using a risk-based assessment. (pp. 10-15)

**Key data**

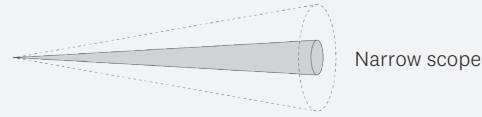
Publication date: February 2019  
 Duration: 2019-NK  
 Number of pages: 26  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**

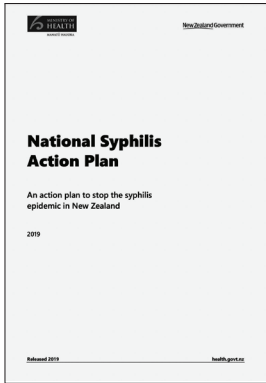


**Transparency scoring**

219= out of 230 GDSs  
 43 out of the 44 GDSs in MOH  
 43 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	0.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	0	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	0.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>21</b>	<b>96</b>

# National Syphilis Action Plan



**Purpose:**  
 ‘[G]uide a coordinated and systematic response to interrupt ongoing transmission of infectious syphilis and to prevent congenital syphilis.’ (p. 4)

**Strategy (to achieve the purpose):**

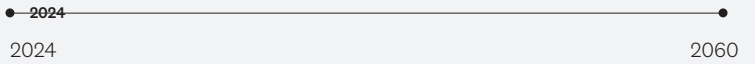
The approach is to collaborate with stakeholders across the health sector to respond to a syphilis epidemic through a combination of national actions led by MoH, and regional actions led by DHBs and specialist sexual health services. (p. 5)

**Key data**

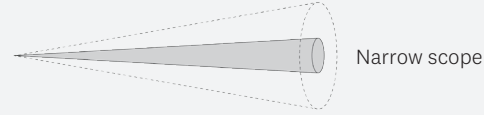
Publication date: June 2019  
 Duration: 2019-2024  
 Number of pages: 16  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

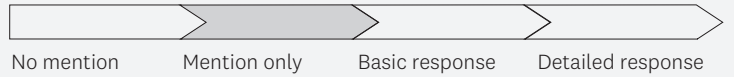
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

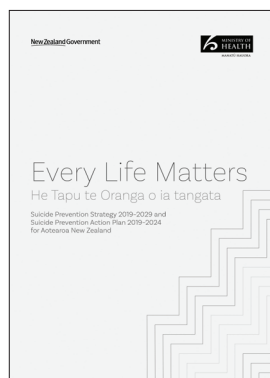


**Transparency scoring**

189= out of 230 GDSs  
 39 out of the 44 GDSs in MOH  
 39 out of the 44 GDSs in the Health Sector

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

# Every Life Matters – He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy



**Purpose:**  
 'Reduced suicide rate ... Wellbeing for all.' (p. 2)

## Strategy (to achieve the purpose):

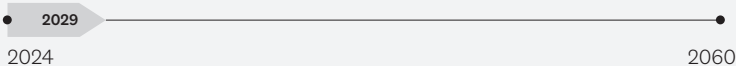
Building a strong system for suicide prevention includes focusing on four areas: strengthening national leadership; using evidence and collective knowledge to make a difference; developing the suicide prevention workforce to have capacity and capability to respond; and evaluating and monitoring Every Life Matters. Key to supporting wellbeing is working to increase protective factors and reduce risk factors across the suicide prevention continuum, including promotion, prevention, intervention and postvention. (p. 10)

## Key data

Publication date:	September 2019
Duration:	2019-2029
Number of pages:	48
Signed by:	Crown (Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 2
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

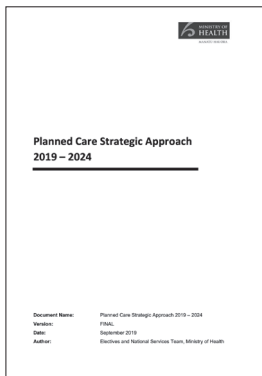
86= out of 230 GDSs

16= out of the 44 GDSs in MOH

16= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	1	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>53</b>	<b>96</b>

# Planned Care Strategic Approach



**Purpose:**  
*'New Zealanders experience timely, appropriate access to quality Planned Care which achieves equitable health outcomes ... Planned Care encompasses medical and surgical activity traditionally known as Elective or Arranged services that are delivered by hospitals.'* (pp. 6-7)

## Strategy (to achieve the purpose):

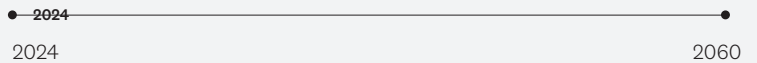
The approach focuses on five strategic priorities to set a new direction for planned care services: understanding planned care needs; balancing national consistency and local needs; simplifying pathways for service users; optimising sector capability and capacity; and ensuring systems are fit for the future. (p. 8)

## Key data

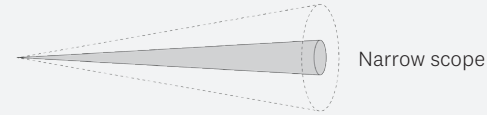
Publication date:	September 2019
Duration:	2019-2024
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

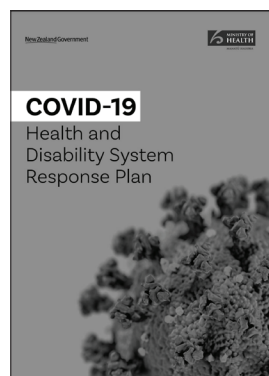


### Transparency scoring

170= out of 230 GDSs  
 33 out of the 44 GDSs in MOH  
 33 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>39.5</b>	<b>96</b>

# COVID-19 Health and Disability System Response Plan



## Purpose:

'Success under this strategy means that COVID-19 is eliminated in New Zealand or reduced to a small number of cases, the large majority of which are "imported" and linked to international travel.' (p. 2)

## Strategy (to achieve the purpose):

The approach is to focus on eight priority populations (including Māori, Pacific peoples, older people, people with long-term conditions, people with disabilities, people with mental health conditions, people living in residential facilities and refugees and migrant community members) and eight planning areas (workforce, public health, hospitals, care in the community, laboratories, infection prevention and control, health and disability supply chain, and support for priority population) in accordance with the Government's COVID-19 elimination strategy. (pp. 2, 12, 19)

## Key data

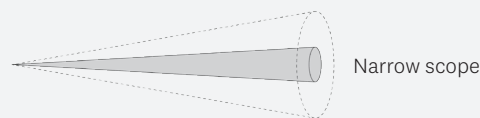
Publication date:	April 2020
Duration:	2020-NK
Number of pages:	37
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

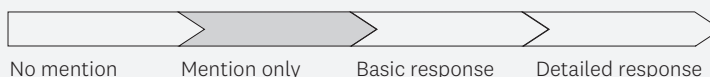
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

181= out of 230 GDSs

34= out of the 44 GDSs in MOH

34= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>36</b>	<b>96</b>



# Ola Manuia – Pacific Health and Wellbeing Action Plan



## Purpose:

*'Pacific people lead independent and resilient lives ... live longer in good health ... [and] have equitable health outcomes.'* (p. 17)

## Strategy (to achieve the purpose):

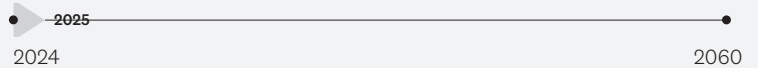
The approach is three-fold: to strengthen health knowledge and skills of Pacific people to support informed choices about their health and wellbeing; to change the health and disability system to deliver more responsive, more accessible and high-quality services for Pacific families; and to strengthen actions to create environments that improve health equity for Pacific families. (p. 18)

## Key data

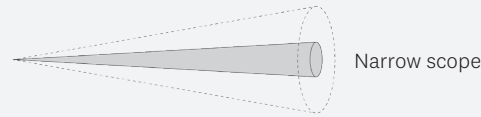
Publication date:	June 2020
Duration:	2020–2025
Number of pages:	48
Signed by:	Crown (Associate Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 18
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

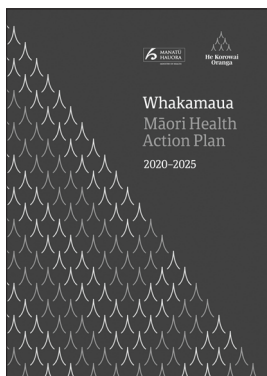
95= out of 230 GDSs

22 out of the 44 GDSs in MOH

22 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>51</b>	<b>96</b>

# Whakamaua – Māori Health Action Plan



**Purpose:**  
*‘The overall aim of He Korowai Oranga is Pae ora – healthy futures for Māori ... Whānau ora Healthy families ... Mauri ora Healthy individuals ... Wai ora Healthy environment.’ (p. 18)*

**Strategy (to achieve the purpose):**

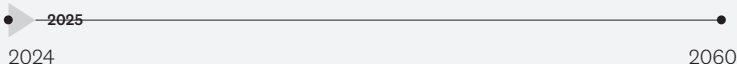
The approach is to focus on eight priority areas for action: Māori–Crown partnerships; Māori leadership; Māori health and disability workforce; Māori health sector development; cross-sector action; quality and safety; insights and evidence; and performance and accountability. (p. 27)

**Key data**

Publication date: July 2020  
 Duration: 2020–2025  
 Number of pages: 78  
 Signed by: Crown (Associate Minister of Health) and CE (Director-General of Health)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, p. 66  
 Legislation: Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

86= out of 230 GDSs  
 16= out of the 44 GDSs in MOH  
 16= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	3.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>53</b>	<b>96</b>

# Kaiāwhina Workforce Action Plan



**Purpose:**  
*‘The MOEMOEā (vision and dream) of the taonga is to enhance mana and evoke a sense of tino-rangatiratanga for all Kaiāwhina [non-regulated roles in the health and disability sector].’ (p. 2)*

**Strategy (to achieve the purpose):**

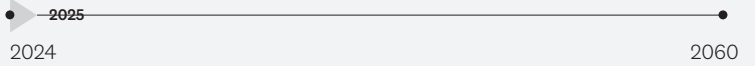
The approach is to focus on five key priorities: building cultural capability; connecting Kaiāwhina; accelerating new ways of working and ecosystem thinking; creating workforce knowledge and data; and supplying and developing the workforce. Each priority is supported by a set of key actions. (pp. 4-8)

**Key data**

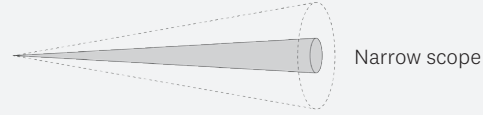
- Publication date: November 2020
- Duration: 2020–2025
- Number of pages: 8
- Signed by: Not signed
- This GDS replaces: *Kaiāwhina Workforce Action Plan 2015-2020* (2015)
- Jointly held with: Not applicable
- Transferred from: Not applicable
- Strategy map: Not found
- Legislation: Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

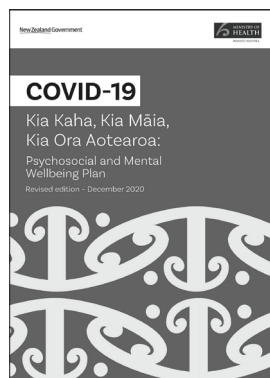


**Transparency scoring**

210= out of 230 GDSs  
 42 out of the 44 GDSs in MOH  
 42 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>26</b>	<b>96</b>

# Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Plan



## Purpose:

*'The mental wellbeing framework has a vision of: Pae ora (healthy futures): An equitable and thriving Aotearoa in which mental wellbeing is promoted and protected.'* (p. 6)

## Strategy (to achieve the purpose):

The approach is to focus on five areas: build the social, cultural and economic foundations for mental wellbeing, foster community-led solutions, equip whānau and individuals to look after their mental wellbeing, expand primary mental health and addiction support in communities, and strengthen specialist services. (pp. 20, 24, 27, 29, 31)

## Key data

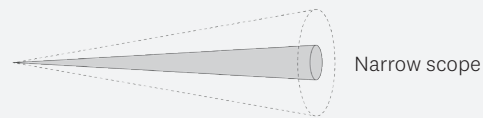
Publication date:	December 2020
Duration:	2020-NK
Number of pages:	53
Signed by:	Department staff (other than CE) (Deputy Director-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 7
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

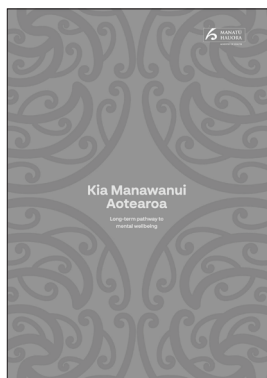
84= out of 230 GDSs

15 out of the 44 GDSs in MOH

15 out of the 44 GDSs in the Health Sector

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

# Kia Manawanui Aotearoa – Long-term pathway to mental wellbeing



## Purpose:

*'[P]eople and whānau have their basic needs met, know how to strengthen their own mental wellbeing, and live in communities with diverse, well-integrated avenues for support when and where it is needed.'* (p. 8)

## Strategy (to achieve the purpose):

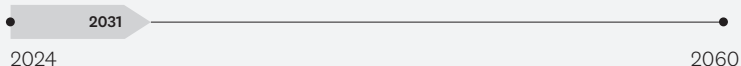
The approach is three-fold: a strong government mandate and commitment to transformation; a commitment to a collective approach and joint effort towards a shared vision; and a set of guiding principles that underpin how the Ministry will work, including a strong focus on achieving equity. (p. 32–34)

## Key data

Publication date:	August 2021
Duration:	2021–2031
Number of pages:	76
Signed by:	Crown (Minister of Health) and CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 24
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

51 out of 230 GDSs

11 out of the 44 GDSs in MOH

11 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	3.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>60.5</b>	<b>96</b>

# Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki



**Purpose:**  
*‘Ensuring people have access to and control of their own health information is essential, as well as making sure quality data is available for evidence-based decision-making ... better data management, governance and transparency.’ (p. 6)*

## Strategy (to achieve the purpose):

The approach is to focus on five areas: data foundations; equity and data sovereignty; consumer participation; people and leadership; and data accessibility. (pp. 20–33 of *Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki*)

## Key data

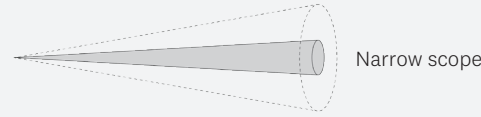
Publication date:	November 2021
Duration:	2021–NK
Number of pages:	68 (combined)
Signed by:	Department staff (other than CE) (Deputy Director-General)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

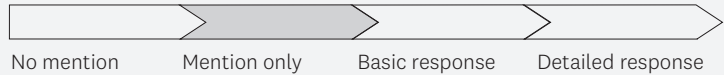
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

90= out of 230 GDSs

19= out of the 44 GDSs in MOH

19= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	5.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	3	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>47</b>	<b>96</b>

# COVID-19 Māori Health Protection Plan



## Purpose:

*'[T]o protect the health and wellbeing of whānau, hapū, iwi, and hapori Māori by preventing and mitigating the impacts of COVID-19 on their health and wellbeing.'* (p. 13)

## Strategy (to achieve the purpose):

The approach is to focus on increasing vaccination coverage among Māori, and building resilience of Māori health and disability service providers to respond to the Delta variant and manage ongoing impacts of COVID-19. (p. 2)

## Key data

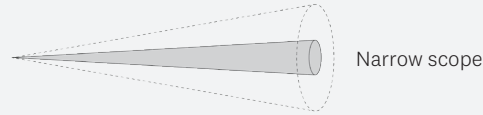
Publication date:	December 2021
Duration:	2021-NK
Number of pages:	48
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

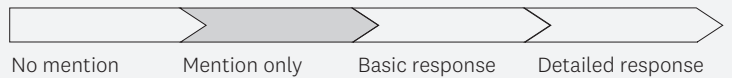
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

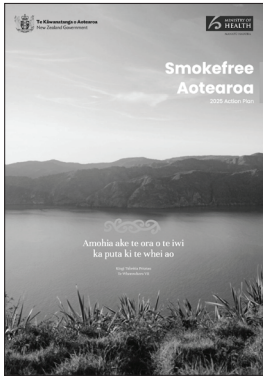
77= out of 230 GDSs

13 out of the 44 GDSs in MOH

13 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>55</b>	<b>96</b>

# Smokefree Aotearoa 2025 Action Plan



**Purpose:**  
*‘By 2025, daily smoking prevalence is less than five percent for all population groups in New Zealand.’*  
 (p. 6)

### Strategy (to achieve the purpose):

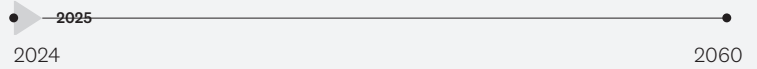
The approach is to focus on six areas: ensuring Māori leadership and decision-making at all levels; increasing health promotion and community mobilisation; increasing evidence-based stop-smoking services; reducing the addictiveness and appeal of smoked tobacco products; reducing the availability of smoked tobacco products; and ensuring manufacturers, importers and retailers meet their legal obligations. (pp. 16–27)

### Key data

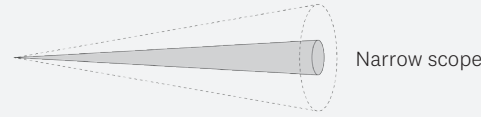
Publication date:	December 2021
Duration:	2021–2025
Number of pages:	36
Signed by:	Crown (Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

## McGuinness Institute analysis

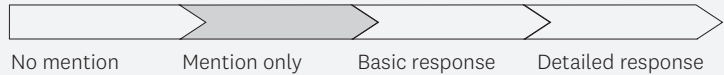
### Year strategy ends



### Scope of subject matter



### Climate intelligence



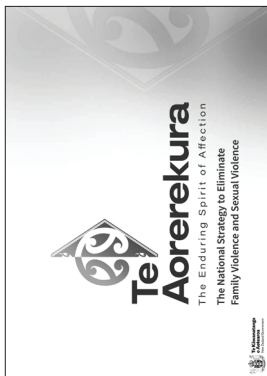
### Transparency scoring

65= out of 230 GDSs  
 12 out of the 44 GDSs in MOH  
 12 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	0	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>57.5</b>	<b>96</b>



# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



## Purpose:

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

## Strategy (to achieve the purpose):

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

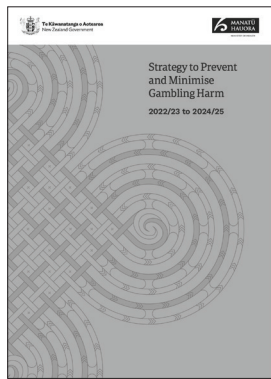
34= out of 230 GDSs

8 out of the 44 GDSs in MOH

8 out of the 44 GDSs in the Health Sector

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

# Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25



**Purpose:**  
 ‘[T]o reduce health inequities attributable to gambling harm for priority populations (Māori, Pacific peoples, Asian peoples and young people/rangatahi), and to better meet their needs’ (p. 5)

### Strategy (to achieve the purpose):

The approach is to focus on four objectives:

- Creating a full spectrum of services and supports
- Shifting cultural and social norms
- Strengthening leadership and accountability to achieve equity
- Strengthening the health and health equity of Māori, Pacific peoples, Asian peoples and young people/rangatahi. (p. 41)

### Key data

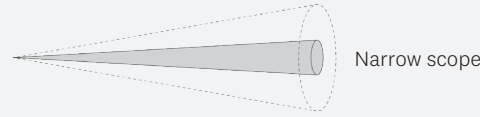
Publication date:	June 2022
Duration:	2022–2025
Number of pages:	99
Signed by:	Not signed
This GDS replaces:	<i>Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22</i> (2019)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 41, 53
Legislation:	May issue a strategy (see Gambling Act 2003, s 317) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

27= out of 230 GDSs  
 7 out of the 44 GDSs in MOH  
 7 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>70</b>	<b>96</b>

# National HIV Action Plan



**Purpose:**

*‘An Aotearoa New Zealand where HIV transmission is eliminated and all people living with HIV have healthy lives free from stigma and discrimination.’ (p. 12)*

**Strategy (to achieve the purpose):**

The approach is to focus on four areas:

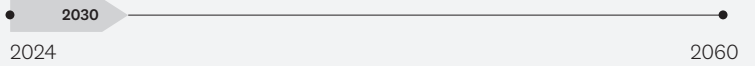
- Surveillance, information and knowledge systems
- Combination prevention and health promotion
- Testing and linkage to care
- Support for people living with HIV, including addressing stigma and discrimination. (p. 19)

**Key data**

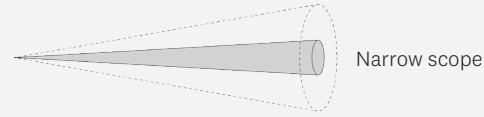
Publication date:	March 2023
Duration:	2023-2030
Number of pages:	44
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 20
Legislation:	Not applicable

## McGuinness Institute analysis

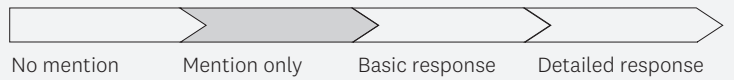
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

44= out of 230 GDSs  
 9 out of the 44 GDSs in MOH  
 9 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>64</b>	<b>96</b>

# Ngā Pokenga Paipai Me Ngā Pokenga Huaketo Mā Te Toto: Te Rautaki – Sexually Transmitted and Blood Borne Infection Strategy



**Purpose:**  
*‘The purpose of this shared strategy for STIs and blood borne viruses is to improve collaboration, support collective action and set a unified strategic direction for the health agencies ... and the health and disability sector.’ (p. 2)*

## Strategy (to achieve the purpose):

The approach is to focus on four strategic directions:

- Surveillance, information and public health knowledge systems to drive action
- Results-focused health promotion and comprehensive prevention
- Equitable access to culturally safe, quality health care for testing and management
- Leading for an integrated, supported, consumer-focused system. (p. 17)

## Key data

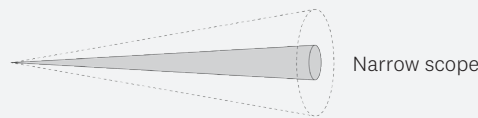
Publication date:	March 2023
Duration:	2023-2030
Number of pages:	44
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

## McGuinness Institute analysis

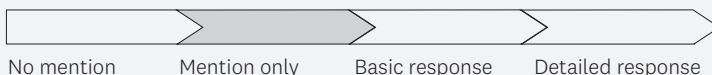
### Year strategy ends



### Scope of subject matter



### Climate intelligence

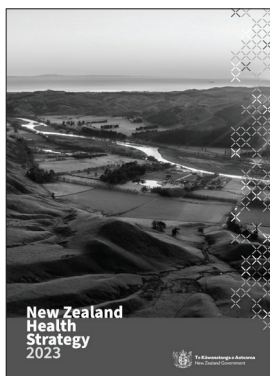


### Transparency scoring

47= out of 230 GDSs  
10 out of the 44 GDSs in MOH  
10 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>62</b>	<b>96</b>

# Health Strategy



**Purpose:**

*'[Set] the medium [sic] - and long-term direction for health and [identify] priority areas [sic] for change to improve health outcomes.'* (p. 10)

**Strategy (to achieve the purpose):**

The approach is to focus on six strategic priorities, including:

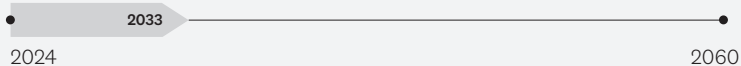
- Responding to the voices of people and communities throughout the health system
- Developing services focused on preventing illness and delivering care closer to home
- Ensuring preparedness for future shocks and the best use of resources to manage the demand for health services over long term
- Developing a diverse, skilled and confident health workforce. (p. 10)

**Key data**

Publication date:	July 2023
Duration:	2023–2033
Number of pages:	116
Signed by:	Crown (Minister of Health)
This GDS replaces:	<i>Health Strategy (2016)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Required (see Pae Ora (Healthy Futures) Act 2022, s 41) and cited in the GDS

## McGuinness Institute analysis

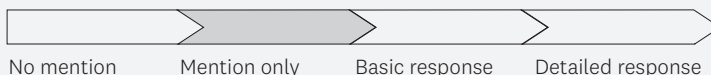
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

6= out of 230 GDSs  
 2= out of the 44 GDSs in MOH  
 2= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>81</b>	<b>96</b>

# Pae Tū: Hauora Māori Strategy



**Purpose:**  
 '[Update] the direction for improving the health and wellbeing of Māori ... Together with the New Zealand Health Strategy, [set] the overarching direction for the health system ... [Provide] the guiding framework by which health entities will uphold Te Tiriti and achieve Māori health equity'. (p. 7)

### Strategy (to achieve the purpose):

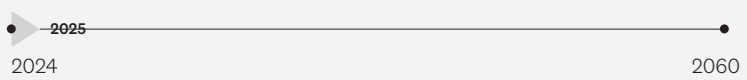
- The approach is to focus on five priority areas:
- Enabling whānau, hapū, iwi and Māori community leadership, decision-making and governance at all levels
  - Strengthening whole-of-government commitment to Māori health
  - Growing the Māori health workforce and sector to match community needs
  - Enabling culturally safe, whānau-centred and preventative primary health care
  - Ensuring accountability for system performance for Māori health. (p. 28)

### Key data

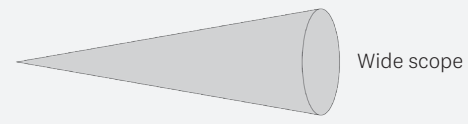
Publication date:	July 2023
Duration:	2023-2025
Number of pages:	76
Signed by:	Crown (Minister of Health and Associate Minister of Health [Māori Health])
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Pae Ora (Healthy Futures) Act 2022, s 42) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence

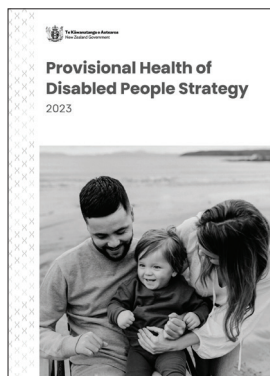


### Transparency scoring

24 out of 230 GDSs  
 5 out of the 44 GDSs in MOH  
 5 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>73</b>	<b>96</b>

# Provisional Health of Disabled People Strategy



## Purpose:

*'[S]et the direction and long-term priorities to achieve [sic] equity in disabled people's health and wellbeing outcomes over the next ten years.'* (p. 3)

## Strategy (to achieve the purpose):

The approach is to focus on five priority areas:

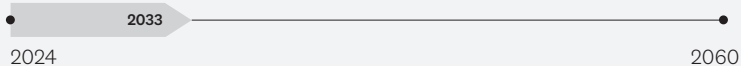
- Access
- Determinants of health
- Workforce
- Data, research and evidence
- Self-determination. (p. 3)

## Key data

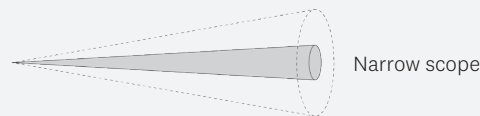
Publication date:	July 2023
Duration:	2023-2033
Number of pages:	62
Signed by:	Crown (Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 3
Legislation:	Required (see Pae Ora (Healthy Futures) Act 2022, s 44) and cited in the GDS

## McGuinness Institute analysis

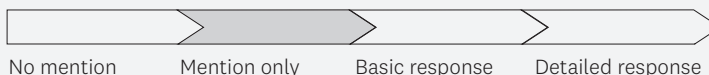
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

6= out of 230 GDSs

2= out of the 44 GDSs in MOH

2= out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>81</b>	<b>96</b>

# Te Mana Ola – The Pacific Health Strategy



**Purpose:**  
 ‘[S]et the key direction and long-term priorities to achieve equity in Pacific health and wellbeing outcomes over the next 10 years’ (pp. 11-12)

## Strategy (to achieve the purpose):

The approach is to focus on five priority areas:

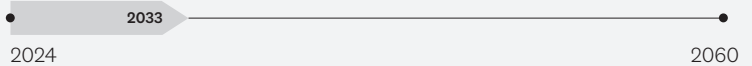
- Population health
- Disease prevention, health promotion and management for good health
- Workforce
- Access
- Autonomy and self-determination. (pp. 11-12)

## Key data

Publication date:	July 2023
Duration:	2023-2033
Number of pages:	79
Signed by:	Crown (Minister of Health and Associate Minister of Health [Pacific Health])
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 11-12, 47
Legislation:	Required (see Pae Ora (Healthy Futures) Act 2022, s 43) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

25 out of 230 GDSs

6 out of the 44 GDSs in MOH

6 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	3	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>72</b>	<b>96</b>



# Rural Health Strategy



**Purpose:**

*'[Set] the direction for improving the health and wellbeing, both physical and mental, of New Zealanders living in rural communities over the next 10 years.'* (p. 6)

**Strategy (to achieve the purpose):**

The approach is to focus on five priority areas:

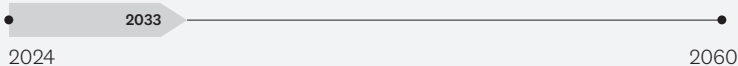
- Considering rural communities as a priority group
- Prevention for a healthier future
- Services available closer to home for rural communities
- Supporting rural communities to access services at a distance
- A valued and flexible rural health workforce. (p. 6)

**Key data**

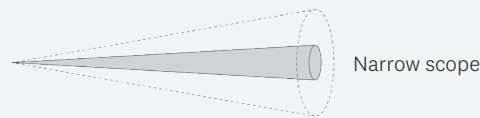
Publication date:	July 2023
Duration:	2023-2033
Number of pages:	100
Signed by:	Crown (Minister and Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Required (see Pae Ora (Healthy Futures) Act 2022, s 46) and cited in the GDS

## McGuinness Institute analysis

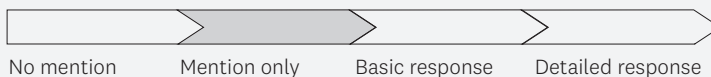
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

5 out of 230 GDSs  
 1 out of the 44 GDSs in MOH  
 1 out of the 44 GDSs in the Health Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>82</b>	<b>96</b>

# Women’s Health Strategy



**Purpose:**  
 '[Set] the direction for improving the health and wellbeing of women over the next 10 years'. (p. 8)

## Strategy (to achieve the purpose):

The approach is to focus on four priority areas:

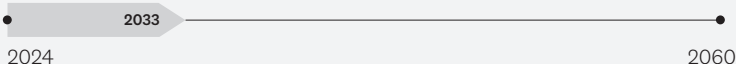
- 'A health system that works for women (overarching priority)
- Improving health care for issues specific to women
- Better outcomes for mothers, whānau and future generations
- Living well and ageing well'. (p. 8)

## Key data

Publication date:	July 2023
Duration:	2023–2033
Number of pages:	72
Signed by:	Crown (Minister and Associate Minister of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 8
Legislation:	Required (see Pae Ora (Healthy Futures) Act 2022, s 45) and cited in the GDS

## McGuinness Institute analysis

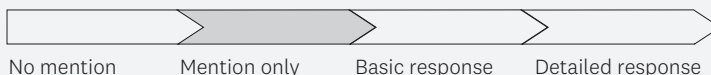
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

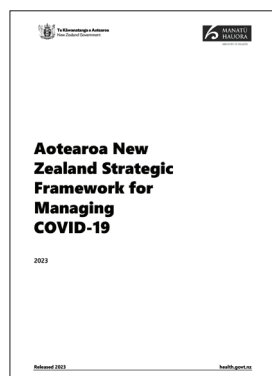
13= out of 230 GDSs

4 out of the 44 GDSs in MOH

4 out of the 44 GDSs in the Health Sector

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

# Strategic Framework for Managing COVID-19



## Purpose:

*'[P]rotect the health and wellbeing of individuals and communities through a proportionate and equitable response to managing COVID-19 in Aotearoa New Zealand, while building resilience for future pandemics and other infectious diseases.'* (p. 11)

## Strategy (to achieve the purpose):

The approach is to develop a toolkit of measures to manage COVID-19, organised into the categories below:

- Community public health measures
- Border measures (air and maritime)
- Support for individuals and communities
- System enablers.

These tools are then weighed up against a number of factors to determine which should be utilised and when. (pp. 15–20)

## Key data

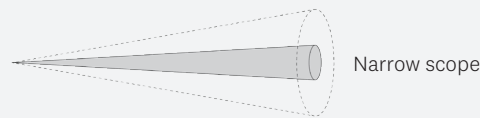
Publication date:	September 2023
Duration:	2023–NK
Number of pages:	30
Signed by:	CE (Director-General of Health)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 10
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

155= out of 230 GDSs

30= out of the 44 GDSs in MOH

30= out of the 44 GDSs in the Health Sector

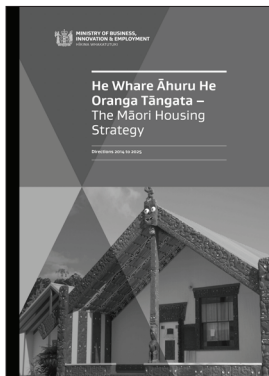
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies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



# 20

Ministry of Housing and  
Urban Development—  
Te Tūāpapa Kura Kāinga

# He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy



## Purpose:

*'[S]upport a future where Māori are not disproportionately represented as social housing tenants, where Māori ... are able to exercise freedom of choice in terms of who their landlord might be, and ... have the opportunity to own their own homes, or to be working towards home ownership.'* (p. 5)

## Strategy (to achieve the purpose):

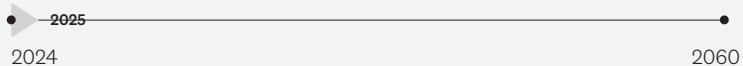
The approach is to focus on six goals: ensuring the most vulnerable Māori have secure tenure, and access to safe, quality housing with integrated support; improving the quality of housing for Māori communities; supporting Māori and their whānau to transition to preferred housing choices; increasing the amount of social housing provided by Māori organisations; increasing housing on Māori-owned land; and increasing large-scale housing developments involving Māori organisations. (pp. 7-37)

## Key data

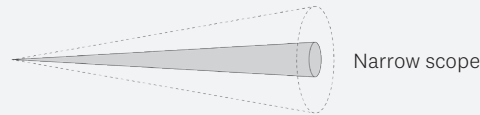
Publication date:	July 2014
Duration:	2014-2025
Number of pages:	56
Signed by:	Crown (Minister and Associate Minister of Housing)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	MBIE
Strategy map:	Yes, pp. 3, 40
Legislation:	Not applicable

## McGuinness Institute analysis

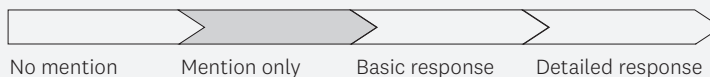
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

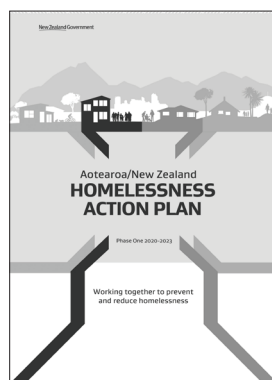
143= out of 230 GDSs

5 out of the 6 GDSs in MHUD

25 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2.5	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>44.5</b>	<b>96</b>

# Homelessness Action Plan



## Purpose:

'[H]omelessness in New Zealand is prevented where possible, or is rare, brief and non-recurring.' (p. 1)

## Strategy (to achieve the purpose):

The approach is to focus on four areas: prevention, supply, support and system enablers. Under each area there are immediate and longer-term actions such as supporting women leaving prison with safe and stable accommodation, and increasing public housing. (pp. 6-12)

## Key data

Publication date:	February 2020
Duration:	2020-NK (was initially 2023)
Number of pages:	63
Signed by:	Crown (Minister of Housing; Minister for Social Development; and Associate Minister of Housing [Māori Housing]; Associate Minister of Housing [Public Housing])
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

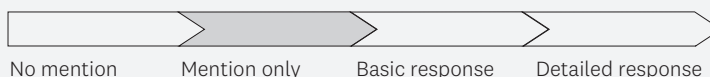
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

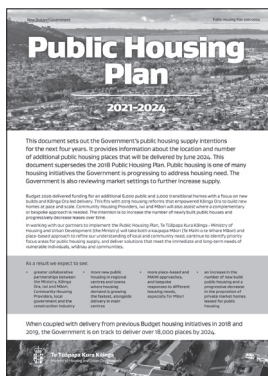
27= out of 230 GDSs

3 out of the 6 GDSs in MHUD

9 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4.5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	3	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>70</b>	<b>96</b>

# Public Housing Plan 2021-2024



**Purpose:**  
 '[T]o increase the number of newly built public houses and progressively decrease leases over time.' (p. 1)

## Strategy (to achieve the purpose):

The approach is to identify areas where population growth has exceeded new housing development, leading to rising rents and housing shortfalls. Focus area factors include: the sharp rise in housing costs; reliance on motels for emergency housing; overcrowding; population increases that have outpaced construction; infrastructure not able to support development; and housing deprivation. (p. 5)

## Key data

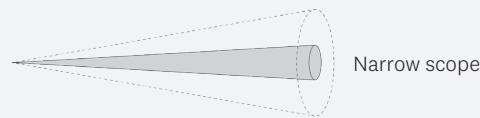
Publication date:	January 2021
Duration:	2021-2024
Number of pages:	6
Signed by:	Not signed
This GDS replaces:	Public Housing Plan 2018-2022 (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

199= out of 230 GDSs

6 out of the 6 GDSs in MHUD

34= out of the 35 GDSs in the Social Services and Community Sector

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

# Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki – Government Policy Statement on Housing and Urban Development



## Purpose:

*'[A] multi-decade system strategy for housing and urban development. It will inform, influence and align activity across the system to respond to the challenges we face ... Everyone in Aotearoa New Zealand lives in a home, and within a community that meets their needs and aspirations.'* (pp. 5, 6)

## Strategy (to achieve the purpose):

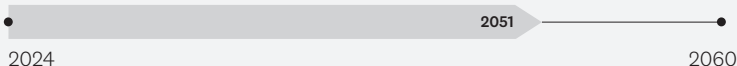
The approach is to focus on six areas: ensure more affordable homes are built; ensure houses meet needs; ensure people can live in stable, affordable homes; support whānau to have safe, healthy affordable homes with secure tenure; re-establish housing's primary role as a home rather than a financial asset; and plan and invest in our places. (p. 24)

## Key data

Publication date:	September 2021
Duration:	2021–2051
Number of pages:	58
Signed by:	Crown (Minister of Finance and Minister of Housing)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4–5
Legislation:	Required (see Kāinga Ora–Homes and Communities Act 2019, s 22) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

17 out of 230 GDSs

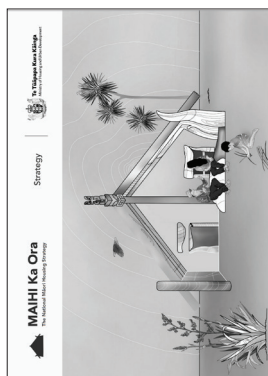
2 out of the 6 GDSs in MHUD

5 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	2.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	3	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	4	4
5.4	Discusses whether the GDS will undergo a review	3	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>75.5</b>	<b>96</b>



# Maihi Ka Ora – The National Māori Housing Strategy 2021-2051



## Purpose

'[Drive] a whole of system approach. ... [Set] an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.' (p. 7)

## Strategy (to achieve the purpose):

The approach is to break up the Māori housing problem into six main components to focus on:

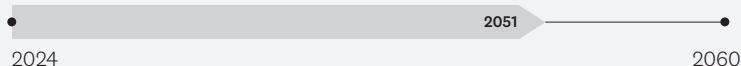
- Māori-Crown partnerships
- Māori-led local solutions
- Māori housing supply
- Māori housing support
- Māori housing system
- Māori housing sustainability. (p. 15)

## Key data

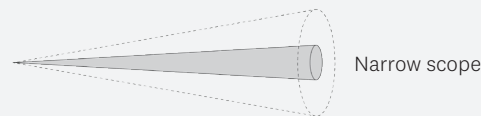
Publication date:	December 2021
Duration:	2021-2051
Number of pages:	84 (combined)
Signed by:	Crown (Associate Minister of Housing – Māori Housing)
This GDS replaces:	Not applicable
Jointly held with:	TPK
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

8= out of 230 GDSs

1 out of the 6 GDSs in MHUD

2= out of the 35 GDSs in the Social Services and Community Sector

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

# Fale mo Aiga – Pacific Housing Strategy 2030



## Purpose

*'Pacific peoples own and live in affordable, quality, fit-for-purpose, healthy homes that enhance their wellbeing.'* (p. 2 of *Fale mo Aiga – Pacific Housing Strategy 2030*)

## Strategy (to achieve the purpose):

The approach is to focus on four key priorities:

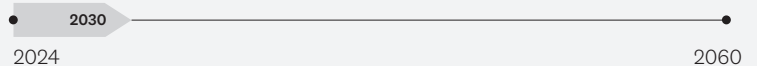
- 'Demand – [b]uild intergenerational Pacific wealth through home ownership.
- Supply – [b]uild affordable, quality, healthy, fit-for-purpose homes for Pacific peoples.
- Pacific housing sector – [d]evelop and grow the Pacific housing sector.
- Housing system – [i]nfluence and strengthen the housing system to improve housing outcomes for Pacific peoples.' (p. 2 of *Fale mo Aiga – Pacific Housing Strategy 2030*)

## Key data

Publication date:	November 2022
Duration:	2022–2030
Number of pages:	4 (combined)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MPP
Transferred from:	Not applicable
Strategy map:	Yes, p. 2 of <i>Fale mo Aiga – Pacific Housing Strategy 2030</i>
Legislation:	Not applicable

## McGuinness Institute analysis

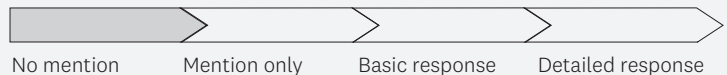
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

100= out of 230 GDSs

4 out of the 6 GDSs in MHUD

17= out of the 35 GDSs in the Social Services and Community Sector

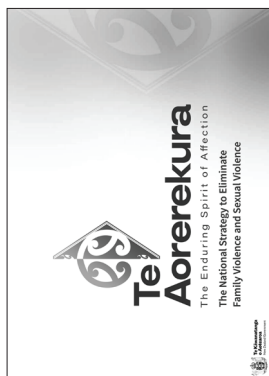
		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	6	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities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



21

Ministry of Justice—  
Tāhū o te Ture

# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



## Purpose:

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

## Strategy (to achieve the purpose):

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

8= out of 230 GDSs

1 out of the 1 GDSs in MoJ

1 out of the 8 GDSs in the Justice Sector

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



22

Ministry of Māori  
Development—  
Te Puni Kōkiri

# Maihi Karauna – The Crown’s Strategy for Māori Language Revitalisation



## Purpose:

*‘[T]he revitalisation of te reo Māori ... By 2040, 85 per cent of New Zealanders (or more) will value te reo Māori as a key element of national identity ... one million New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori ... 150,000 Māori aged 15 and over will use te reo Māori as much as English.’ (pp. 7, 11-14)*

## Strategy (to achieve the purpose):

The approach is for government, in partnership with Māori, to advance the revitalisation of te reo Māori by increasing its value and demand; improving learning capabilities; and providing opportunities to engage in its use in conjunction with the Maihi Māori strategy. This includes preparing a full cross-government implementation plan by September 2019 and reviewing the strategy before it expires in 2023. (pp. 21–37)

## Key data

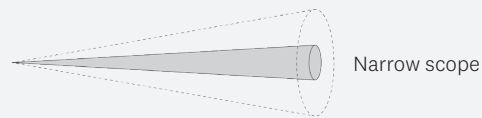
Publication date:	February 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	48
Signed by:	Crown (Minister for Māori Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 21
Legislation:	Required (see Te Ture Mō Te Reo Māori 2016 – Māori Language Act 2016, s 10) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

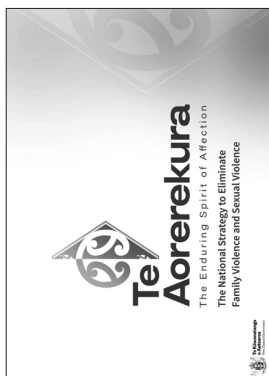
42 out of 230 GDSs

3 out of the 3 GDSs in TPK

3 out of the 3 GDSs in the Māori Affairs Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	1.5	4
5.4	Discusses whether the GDS will undergo a review	2.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>65.5</b>	<b>96</b>

# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



## Purpose:

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

## Strategy (to achieve the purpose):

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

## Key data

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

## McGuinness Institute analysis

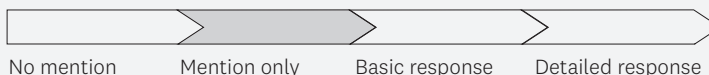
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

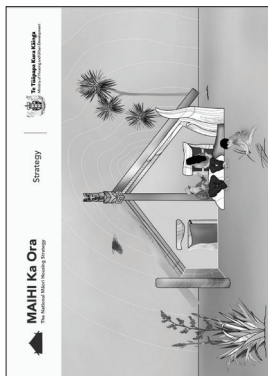
18= out of 230 GDSs

1 out of the 3 GDSs in TPK

1 out of the 3 GDSs in the Māori Affairs Sector

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

# Maihi Ka Ora – The National Māori Housing Strategy 2021-2051



### Purpose

*'[Drive] a whole of system approach. ... [Set] an expectation of cohesion across government agencies to accelerate Māori housing and wellbeing outcomes.'* (p. 7)

### Strategy (to achieve the purpose):

The approach is to break up the Māori housing problem into six main components to focus on:

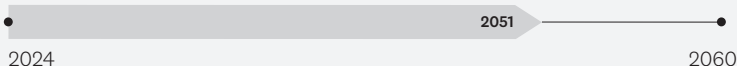
- Māori-Crown partnerships
- Māori-led local solutions
- Māori housing supply
- Māori housing support
- Māori housing system
- Māori housing sustainability. (p. 15)

### Key data

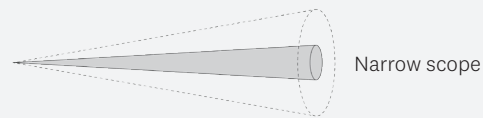
Publication date:	December 2021
Duration:	2021-2051
Number of pages:	84 (combined)
Signed by:	Crown (Associate Minister of Housing – Māori Housing)
This GDS replaces:	Not applicable
Jointly held with:	HUD
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

34= out of 230 GDSs

2 out of the 3 GDSs in TPK

2 out of the 3 GDSs in the Māori Affairs Sector

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





23

Ministry of Social  
Development—  
Te Manatū  
Whakahiato Ora

# Disability Strategy 2016–2026



**Purpose:**

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

**Strategy (to achieve the purpose):**

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

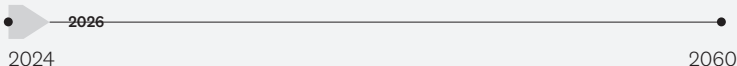
Each outcome has two parts: a vision of the future which sets the aspiration, and how this future will be attained. (pp. 22–39, 46–47)

**Key data**

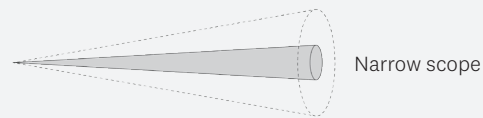
Publication date:	November 2016
Duration:	2016–2026
Number of pages:	52
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	<i>Disability Strategy (2001)</i> , originally held by MOH
Jointly held with:	MOH
Transferred from:	Not applicable
Strategy map:	Yes, pp. 8, 22
Legislation:	Not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

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

100= out of 230 GDSs

7= out of the 19 GDSs in MSD

17= out of the 35 GDSs in the Social Services and Community Sector

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

# New Zealand Sign Language Strategy



## Purpose:

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

## Strategy (to achieve the purpose):

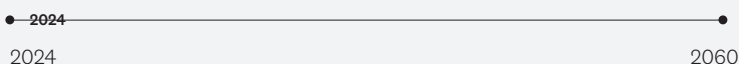
The approach is to focus on five internationally recognised language planning priorities: acquisition (the learning of a language by children and adults); use/access (the ability to use a language in any or all domains of society, including within whānau); attitude (the beliefs and opinions of language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

## Key data

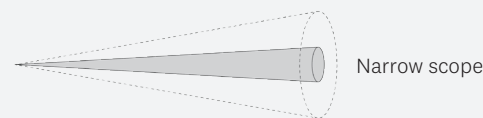
Publication date:	October 2018
Duration:	2018-2024 (was initially 2023)
Number of pages:	25
Signed by:	Crown (Minister for Disability Issues)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

100= out of 230 GDSs

7= out of the 19 GDSs in MSD

17= out of the 35 GDSs in the Social Services and Community Sector

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

# Te Pae Tata Māori Strategy and Action Plan



## Purpose:

*‘To embed a Māori world view into our organisation that will honour our commitment as a Te Tiriti o Waitangi partner and prioritise the needs of whānau.’ (p. 7)*

## Strategy (to achieve the purpose):

The approach is to focus on three key shifts:

- Mana manaaki: a positive experience every time – earning the respect and trust of Māori
- Kotahitanga: partnering for greater impact – forming genuine partnerships with Māori
- Kia takatū tātou: supporting long-term social and economic development – supporting Māori aspirations. (p. 11)

## Key data

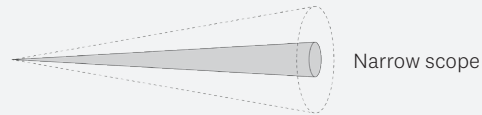
Publication date:	June 2019
Duration:	2019–NK
Number of pages:	28
Signed by:	CE
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

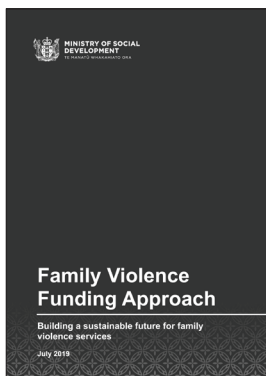
177 out of 230 GDSs

17 out of the 19 GDSs in MSD

30 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	1.5	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>37</b>	<b>96</b>

# Family Violence Funding Approach



## Purpose:

*'[A] future where providers are sustainably funded and services are whānau-centred, outcomes-focused and integrated.'*  
(p. 4)

## Strategy (to achieve the purpose):

The approach is to focus on four priorities: having a whānau-centred approach to service delivery; setting sights on long-term recovery; giving communities universal support, how and when they need it; and giving regions more support. (pp. 15–18)

## Key data

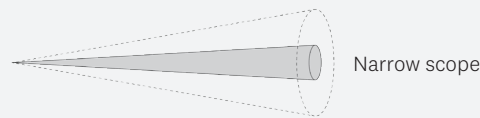
Publication date:	July 2019
Duration:	2019–NK
Number of pages:	26
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

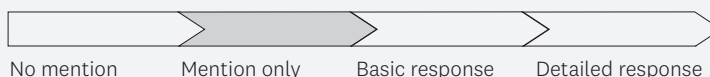
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

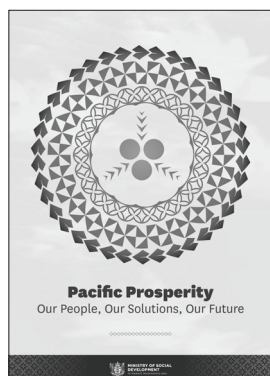
151= out of 230 GDSs

13 out of the 19 GDSs in MSD

26 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	3.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	1	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>43.5</b>	<b>96</b>

# Pacific Prosperity: Our People, Our Solutions, Our Future



## Purpose:

*‘To rejuvenate the Ministry’s delivery and engagement of services for Pacific peoples, families and communities, so they are safe, thrive and flourish in Aotearoa.’ (p. 13)*

## Strategy (to achieve the purpose):

The approach is to focus on three communities: Pacific peoples and families; staff and people who are providing services on behalf of the Ministry; and communities. Examples of actions include improving access to healthy and sustainable housing; improving current information capture, reporting and sharing processes; and better articulating the meaning of a ‘Pacific provider service’. (pp. 18–19)

## Key data

Publication date:	October 2019
Duration:	2019–NK
Number of pages:	24
Signed by:	Crown (Minister for Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

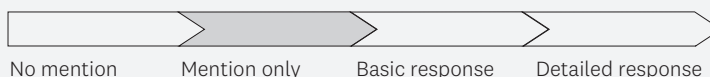
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

188 out of 230 GDSs

18 out of the 19 GDSs in MSD

32 out of the 35 GDSs in the Social Services and Community Sector

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

# Better Later Life – He Oranga Kaumātua



**Purpose:**  
*‘New Zealand embraces the opportunities that an ageing population and longevity brings.’ (p. 2 of Better Later Life – He Oranga Kaumātua 2019 to 2034 – Super Seniors)*

**Strategy (to achieve the purpose):**

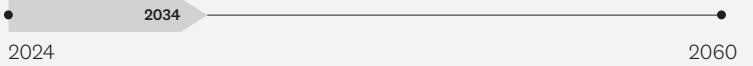
The approach is to focus on five key areas, and within each area, a set of goals and actions. The areas are: achieving financial security and economic participation; promoting healthy ageing and improving access to services; creating diverse housing choices and options; enhancing opportunities for participation and social connection; and making environments accessible. (pp. 11-17 of *Better Late Life – He Oranga Kaumātua 2019 to 2034 – Super Seniors*)

**Key data**

Publication date:	November 2019
Duration:	2019–2034
Number of pages:	48 (combined)
Signed by:	Crown (Minister for Seniors)
This GDS replaces:	<i>Positive Ageing Strategy</i> (2001)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

61= out of 230 GDSs  
 2= out of the 19 GDSs in MSD  
 11= out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	3.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>53</b>	<b>96</b>

# Disability Action Plan 2019–2023



## Purpose:

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

## Strategy (to achieve the purpose):

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

## Key data

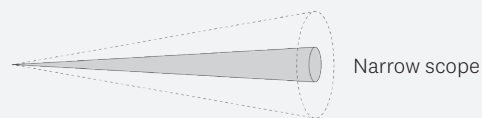
Publication date:	November 2019
Duration:	2019–NK (was initially 2023)
Number of pages:	12
Signed by:	Not signed
This GDS replaces:	<i>Disability Action Plan (2014–2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 8–9
Legislation:	Not applicable

## McGuinness Institute analysis

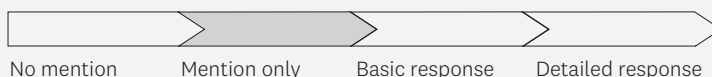
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

196= out of 230 GDSs

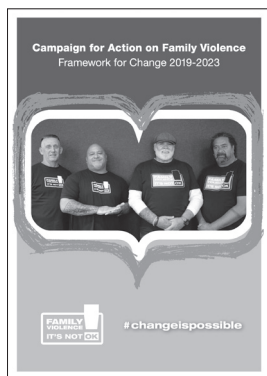
19 out of the 19 GDSs in MSD

33 out of the 35 GDSs in the Social Services and Community Sector

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



# Campaign for Action on Family Violence: Framework for change



## Purpose:

'A safer New Zealand, where more men are violence free.' (p. 9)

## Strategy (to achieve the purpose):

The approach is to motivate and support long-term behaviour change and prevent intimate partner violence by disrupting and addressing some of the factors that are identified as root causes or drivers of harm, or are reinforcing factors. (p. 9)

## Key data

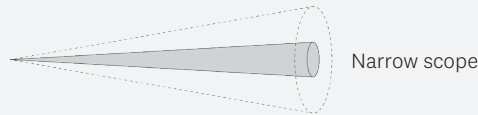
Publication date:	June 2020
Duration:	2019–NK (was initially 2023)
Number of pages:	44
Signed by:	Crown (Associate Minister of Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 9–10
Legislation:	Not applicable

## McGuinness Institute analysis

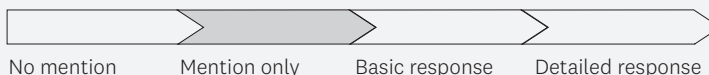
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

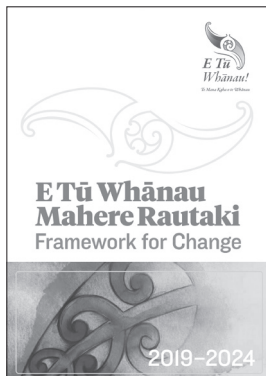
163= out of 230 GDSs

14= out of the 19 GDSs in MSD

27= out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>42</b>	<b>96</b>

# E Tū Whānau Mahere Rautaki: Framework for Change



## Purpose:

*'Whānau are self-managing and resilient ... connected and feel like they belong ... have positive relationships in Te Ao Māori ... feel safe in their homes and communities ... are living healthy lifestyles ... are strengthened and participating in society [and] ... have increased economic independence and rangatiratanga.'* (p. 11)

## Strategy (to achieve the purpose):

The approach focuses on four priority areas:

- Hapori development: Supporting whānau, hapū, iwi and communities to build capacity and capability to lead and sustain community level change
- Whānau strength: Supporting wellbeing and relationships within whānau
- Tāne ora/Wāhine ora: Opportunities for healing, connection to culture and community
- Rangatahi development: Enabling youth engagement, education, leadership.

The approach is underpinned by Kaupapa Māori. (pp. 4-5)

## Key data

Publication date:	June 2020
Duration:	2019-2024
Number of pages:	64
Signed by:	Crown (Associate Minister for Social Development)
This GDS replaces:	<i>E Tu Whānau Programme of Action for Addressing Family Violence 2013 - 2018</i> (2013)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4-5
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

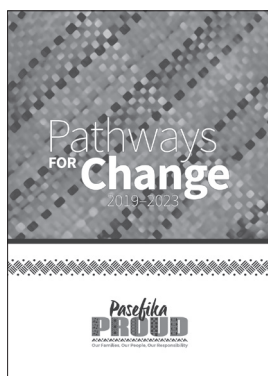
77= out of 230 GDSs

4 out of the 19 GDSs in MSD

14 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	3	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>55</b>	<b>96</b>

# Pathways for Change



## Purpose:

'Pacific families and communities are safe, resilient and enjoy wellbeing.' (p. 9)

## Strategy (to achieve the purpose):

The approach is two-fold. The first goal is mobilising Pacific communities, encouraging community leaders to speak out and take action against violence affecting Pacific peoples. The second goal is capability development to strengthen capacity to design, lead and deliver solutions for Pacific peoples. (pp. 28-29)

## Key data

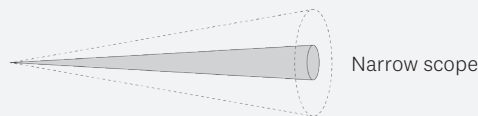
Publication date:	June 2020
Duration:	2019–NK (was initially 2023)
Number of pages:	51
Signed by:	Crown (Associate Minister for Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, pp. 4–5
Legislation:	Not applicable

## McGuinness Institute analysis

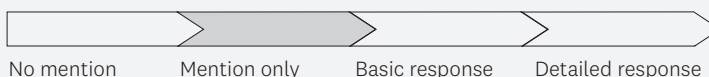
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

120= out of 230 GDSs

10= out of the 19 GDSs in MSD

22= out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	3	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>48</b>	<b>96</b>

# Elder Abuse in Aotearoa



**Purpose:**  
*'[A]n Aotearoa where older people are supported to live abuse free and the prevalence of elder abuse and neglect is reduced. We also want all people who need and want help with elder abuse to be able to access support.'* (p. 10)

**Strategy (to achieve the purpose):**

The approach is for the strategy to be implemented in three phases, focusing first on stabilising, then strengthening, and finally growing the response services to deliver on long-term and sustainable solutions to reduce the occurrence of elder abuse. (p. 13)

**Key data**

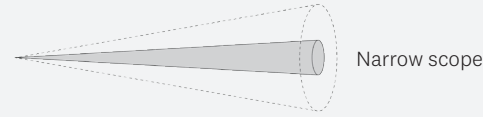
Publication date:	July 2020
Duration:	2020-NK
Number of pages:	25
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

163= out of 230 GDSs

14= out of the 19 GDSs in MSD

27= out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3.5	4
2.3	Identifies current and future resources	3.5	4
2.4	Identifies resources it does not have but needs	2.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3	8
3.2	Identifies who the beneficiaries are	2.5	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>42</b>	<b>96</b>

# Working Matters: An Action Plan to ensure disabled people and people with health conditions have an equal opportunity to access employment



## Purpose:

'[T]o help ensure disabled people and people with health conditions have an equal opportunity to access good work.' (p. 14)

## Strategy (to achieve the purpose):

The approach is to focus on three objectives (supply, match and demand) and to implement a range of specific actions. Areas of action identified are: education and training, apprenticeships and internships, referral pathways, employment services, partnerships with employers, information, workplace health and safety, state sector exemplars and future of work. (p. 14)

## Key data

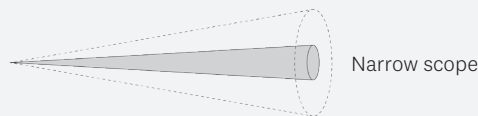
Publication date:	July 2020
Duration:	2020–NK (was initially 2022)
Number of pages:	15
Signed by:	Crown (Minister for Social Development)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

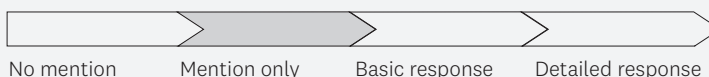
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

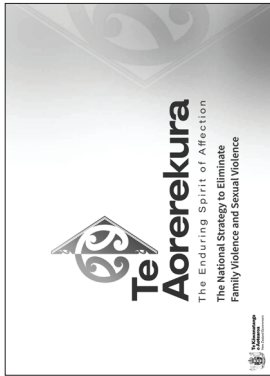
170= out of 230 GDSs

16 out of the 19 GDSs in MSD

29 out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>39.5</b>	<b>96</b>

# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



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

**Strategy (to achieve the purpose):**

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

**Key data**

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

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

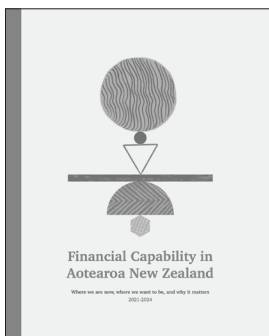


**Transparency scoring**

8= out of 230 GDSs  
 1 out of the 19 GDSs in MSD  
 2= out of the 35 GDSs in the Social Services and Community Sector

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

# Financial Capability



**Purpose:**

‘Financial capability services need to be:

- accessible for all
- sustainably funded
- delivered in the right way at the right time.’

(p. 4)

**Strategy (to achieve the purpose):**

The approach is to identify ‘three strategic priorities that inform our desired future state:

- Client and whānau-centred services
- Support systems and frameworks
- Cross-sector relationships.’

Three phases have been developed to implement the future state:

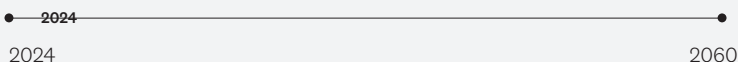
- Shape – preparing for change
- Stretch – building relationships, capability, and a sustainable delivery model
- Strive – a cohesive community working together for clients. (pp. 16, 20–21)

**Key data**

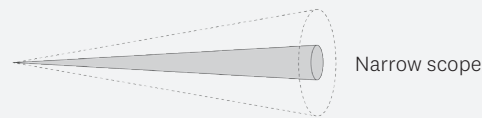
Publication date:	December 2021
Duration:	2021–2024
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 18
Legislation:	Not applicable

## McGuinness Institute analysis

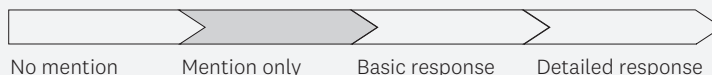
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

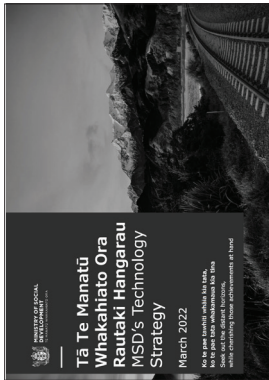
120= out of 230 GDSs

10= out of the 19 GDSs in MSD

22= out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	1	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>48</b>	<b>96</b>

# Rautaki Hangarau – Technology Strategy



**Purpose:**  
 '[T]o articulate how the investment across technology platforms, data and insights, security, service and experience design and digital workforce translate to achieve transformed experiences and outcomes for New Zealanders.' (p. 4)

## Strategy (to achieve the purpose):

The approach is to deliver against six strategic themes:

- Digital experience
- Service enablement
- Unified ecosystem
- Enabling better insights
- Digital workplace
- Digital workforce. (p. 8)

## Key data

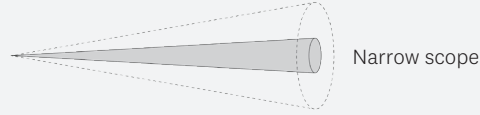
Publication date: March 2022  
 Duration: 2022–NK  
 Number of pages: 27  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, pp. 5, 7  
 Legislation: Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

131= out of 230 GDSs

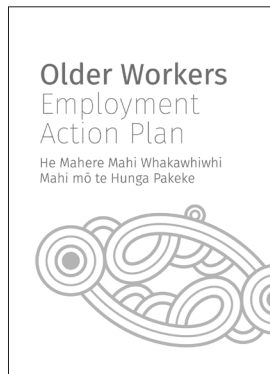
12 out of the 19 GDSs in MSD

24 out of the 35 GDSs in the Social Services and Community Sector

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



# Older Workers Employment Action Plan – He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke



## Purpose:

*'[E]nsure that older New Zealanders who want or need to work can find sustainable employment that fulfils their needs and aspirations and contributes to their overall wellbeing.'* (p. 6)

## Strategy (to achieve the purpose):

The approach is to focus on a series of action areas:

- Training, upskilling and educating
- Preparing for, finding, and staying in work
- Supporting employers
- Planning for older workers' role in the economy and the future of work. (pp. 15-17)

## Key data

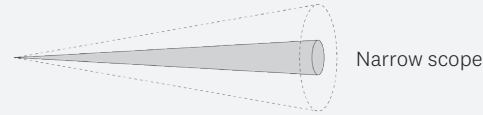
Publication date:	April 2022
Duration:	2022–NK
Number of pages:	24
Signed by:	Crown (Minister for Seniors)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

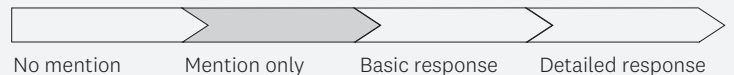
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

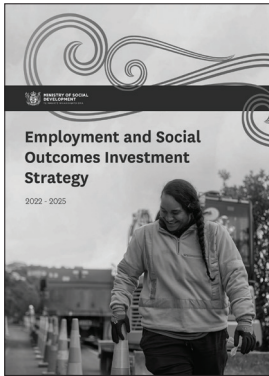
111= out of 230 GDSs

9 out of the 19 GDSs in MSD

20= out of the 35 GDSs in the Social Services and Community Sector

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

# Employment and Social Outcomes Investment Strategy



**Purpose:**  
 '[T]o achieve sustainable employment, and improve equity for groups that consistently experience poor labour market outcomes' (p. 13)

## Strategy (to achieve the purpose):

The approach is to:

- Advise on changes to investment to be considered by national and regional decision-makers
- Set out how the factors bearing on investment decisions should be considered by decision-makers
- Identify focus areas/barriers that can be used when considering wider opportunities to improve outcomes. (pp. 17, 31, 35)

## Key data

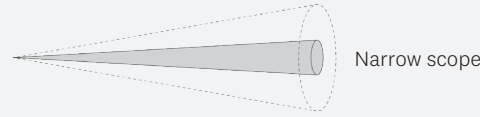
Publication date:	June 2022
Duration:	2022-2025
Number of pages:	78
Signed by:	Not signed
This GDS replaces:	<i>Employment and Social Outcomes Investment Strategy (2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

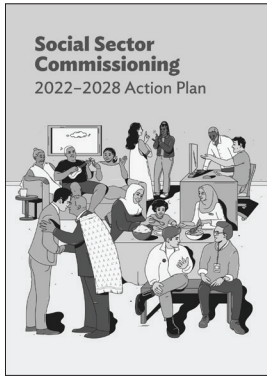
80= out of 230 GDSs

5= out of the 19 GDSs in MSD

15= out of the 35 GDSs in the Social Services and Community Sector

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	7	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	2	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	3	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	0	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	4	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>54</b>	<b>96</b>

# Social Sector Commissioning 2022–2028 Action Plan



**Purpose:**  
 ‘[T]ransform the way social supports and services are commissioned so they best support people, families and whānau to live the lives they value.’ (p. 6)

## Strategy (to achieve the purpose):

The approach is to:

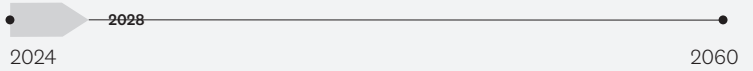
- ‘[W]ork on removing current barriers that make a relational way of commissioning difficult
- [B]uild on existing initiatives and successes, and support major social reforms underway
- [U]se continuous learning, monitoring and information sharing to ensure change’. (p. 6)

## Key data

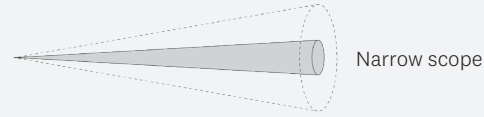
Publication date:	October 2022
Duration:	2022–2028
Number of pages:	44
Signed by:	Crown (Minister for Social Development and Employment) and other (various other NGO and Independent Project Board members)
This GDS replaces:	<i>Social Sector Commissioning (2020)</i>
Jointly held with:	OT
Transferred from:	Not applicable
Strategy map:	Yes, p. 8
Legislation:	Not applicable

## McGuinness Institute analysis

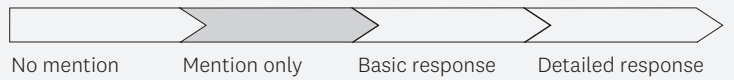
### Year strategy ends



### Scope of subject matter



### Climate intelligence

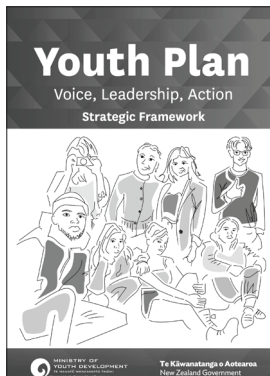


### Transparency scoring

61= out of 230 GDSs  
 2= out of the 19 GDSs in MSD  
 11= out of the 35 GDSs in the Social Services and Community Sector

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

# Youth Plan: Voice, leadership, action



**Purpose:**  
 ‘[T]o amplify youth voice in government policy and decision-making and ... increase opportunities for young people to lead their own lives, have their identities seen, valued, and respected.’ (p. 6 of Strategic Framework)

### Strategy (to achieve the purpose):

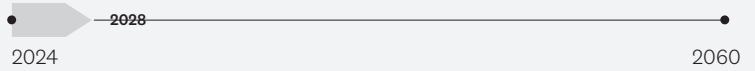
The approach is ‘actions will be designed and undertaken by government agencies, youth sector, and community sector partners between 2023 and 2028. The design and delivery of actions should specifically involve young people from the priority cohorts’. (p. 2 of *Rolling Suite of Actions*)

### Key data

Publication date:	August 2023
Duration:	2023–2028
Number of pages:	43 (combined)
Signed by:	Crown (Minister for Youth) and department staff (other than CE) (representatives of the Ministry of Youth Development – Te Manatū Whakahiato Taiohi Youth Advisory Group)
This GDS replaces:	<i>Youth Plan 2020–2022</i> (2020)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

80= out of 230 GDSs  
 5= out of the 19 GDSs in MSD  
 15= out of the 35 GDSs in the Social Services and Community Sector

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



# 24

Ministry of Transport—  
Te Manatū Waka

# National Airspace Policy of New Zealand



**Purpose:**  
*'[P]romote a safe and capable airspace and air navigation system both within New Zealand and the international airspace it manages, that measures up to international safety standards and best practices, and contributes to economic growth through efficiency gains.'*  
 (p. 7)

**Strategy (to achieve the purpose):**

The approach is for the Civil Aviation Authority to develop a National Airspace and Air Navigation Plan. Aspects to be incorporated in the planning process include: the airspace classification and designation; air traffic management; communications, navigation and surveillance; meteorology; aerodromes; and aeronautical information management. (pp. 3, 6)

**Key data**

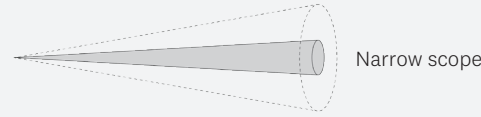
Publication date: April 2012  
 Duration: 2012–NK  
 Number of pages: 10  
 Signed by: Crown (Minister of Transport)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

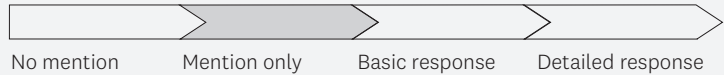
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

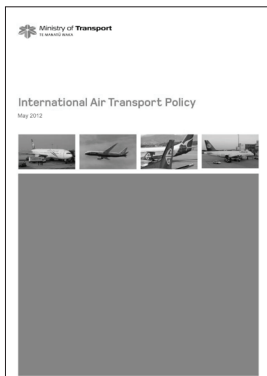
203= out of 230 GDSs

13 out of the 12 GDSs in MOT

24= out of the 26 GDSs in the Economic Development and Infrastructure Sector

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

# International Air Transport Policy



**Purpose:**

*‘[P]rovide New Zealand-based and foreign airlines with opportunities to provide their customers with better access to global supply chains and New Zealand’s key passenger and goods markets ... in order to help grow the economy and deliver greater prosperity, security and opportunities for all New Zealanders.’ (p. 8)*

**Strategy (to achieve the purpose):**

The approach is to ‘pursue a policy of putting in place reciprocal open skies arrangements except where it is not in the best interests of the country as a whole.

‘Where the other party will not agree to open skies agreements, ... seek to put in place the most open package that is in New Zealand’s overall best interests ...’

‘[C]onsider extra-bilateral approvals pending the putting into place of new or expanded arrangements’. (p. 15)

**Key data**

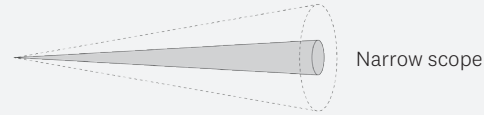
Publication date:	May 2012
Duration:	2012–NK
Number of pages:	33
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

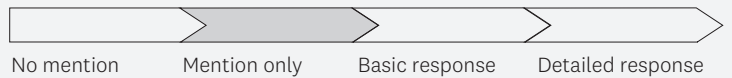
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

129= out of 230 GDSs

7 out of the 12 GDSs in MOT

11 out of the 26 GDSs in the Economic Development and Infrastructure r

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

# Framework for Shaping our Transport System



**Purpose:**  
*‘The purpose of the transport system is to improve people’s wellbeing, and the liveability of places.’ (p. 3)*

**Strategy (to achieve the purpose):**

The approach is to focus on five areas: inclusive access, economic prosperity, healthy and safe people, environmental sustainability, and resilience and security. (pp. 4–6)

**Key data**

- Publication date: June 2018
- Duration: 2018–NK
- Number of pages: 8
- Signed by: Not signed
- This GDS replaces: Not applicable
- Jointly held with: Not applicable
- Transferred from: Not applicable
- Strategy map: Not found
- Legislation: Not applicable

## McGuinness Institute analysis

**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

189= out of 230 GDSs

10= out of the 12 GDSs in MOT

19= out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	3	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	1.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	1.5	4
3.3	Describes how success will be measured	0.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	1.5	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0.5	4
5.3	Explains how progress will be reported	0.5	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>33</b>	<b>96</b>



# Taking Flight: An Aviation System for the Automated Age [Drone Integration Paper]



## Purpose:

'Our vision is to enable a thriving, innovative and safe drone sector.' (p. 1)

## Strategy (to achieve the purpose):

The approach is to focus on four building blocks to achieve safe drone integration: regulation; funding and investment; infrastructure and technology (such as transponders, ground stations, transport connections and drone ports); and research and development. Each building block is to have proposed actions and timeframes. (pp. 10–11)

## Key data

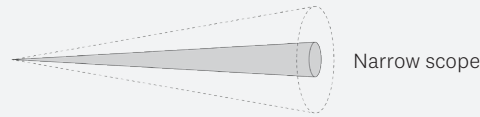
Publication date:	July 2019
Duration:	2019–NK
Number of pages:	19
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

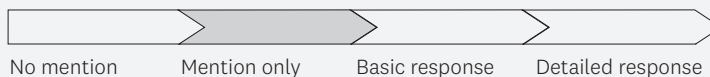
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

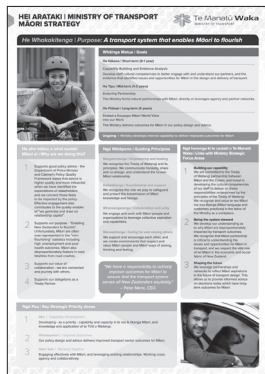
162 out of 230 GDSs

9 out of the 12 GDSs in MOT

15 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4	8
3.2	Identifies who the beneficiaries are	1	4
3.3	Describes how success will be measured	2.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	0.5	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>42.5</b>	<b>96</b>

# Hei Arataki – Ministry of Transport Māori Strategy



## Purpose:

*‘A transport system that enables Māori to flourish.’*  
(p. 1)

## Strategy (to achieve the purpose):

The approach focuses on three goals: strengthening the cultural capabilities of staff so they can better engage with Māori partners; forming long-lasting partnerships; and embedding tikanga Māori into policy design and advice to deliver outcomes for Māori. (p. 1)

## Key data

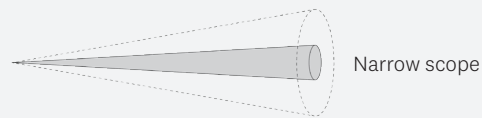
Publication date:	September 2019
Duration:	2019–NK
Number of pages:	1
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

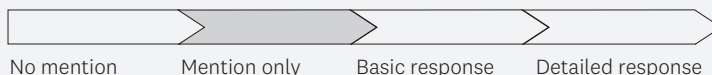
### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

202 out of 230 GDSs

12 out of the 12 GDSs in MOT

23 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	0.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	3	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	0	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	1	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	0	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>29.5</b>	<b>96</b>

# Road to Zero – New Zealand’s Road Safety Strategy



**Purpose:**

‘[N]o one is killed or seriously injured in road crashes. It is based on Vision Zero – a global movement that has seen significant decreases in road trauma in Sweden, New York and parts of Australia.’ (p. 20)

**Strategy (to achieve the purpose):**

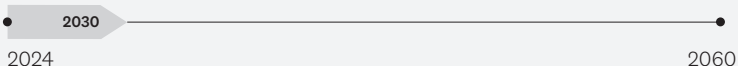
The approach is to aim for a 40% reduction in deaths and serious injuries by 2030. The target will be achieved by focusing on five key areas: infrastructure improvements and speed management; vehicle safety; work-related road safety; road user choices; and system management. This strategy will be supported by a series of action plans over the next 10 years. (p. 7)

**Key data**

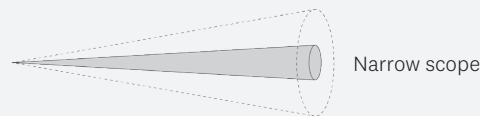
Publication date:	December 2019
Duration:	2020–2030
Number of pages:	68
Signed by:	Crown (Associate Minister of Transport)
This GDS replaces:	<i>Safer Journeys: Road Safety Strategy 2010–2020</i> (2010) and <i>Safer Journeys: Action Plan 2016–2020</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 6
Legislation:	Not applicable

## McGuinness Institute analysis

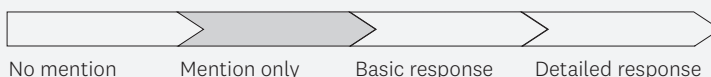
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

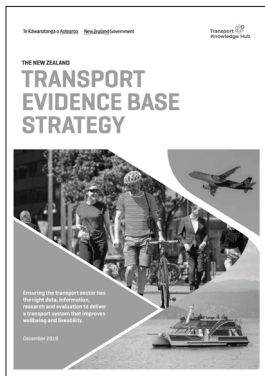


**Transparency scoring**

27= out of 230 GDSs  
 2 out of the 12 GDSs in MOT  
 2 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3	4
1.2	Identifies potential threats	3.5	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	0.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	7	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	3	4
4.4	Highlights the risks, costs and benefits	2.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	4	4
6.2	Aligns with its department’s SOI	6	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>70</b>	<b>96</b>

# Transport Evidence Base Strategy



**Purpose:**  
*‘Ensure the transport sector has the right data, information, research and evaluation to deliver an evidence-based transport system that improves wellbeing and liveability.’ (p. 9)*

## Strategy (to achieve the purpose):

The approach is to integrate previous strategies and focus on five enablers: improving access; improving governance; investing in the right activities; facilitating collaboration; and developing capacity and capability. The intention is to apply all five enablers across the domain plan, the research strategy and the evaluation strategy. Both the domain plan and the research strategy have been incorporated into this strategy (they were separate strategies that have since been archived). (pp. 4, 24, 28, 33)

## Key data

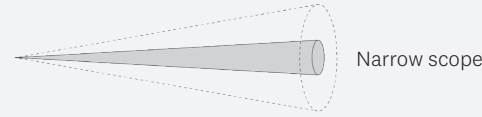
Publication date:	December 2019
Duration:	2019–NK
Number of pages:	72 (combined)
Signed by:	CE
This GDS replaces:	<i>Transport Research Strategy (2016) and Transport Domain Plan (2016)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

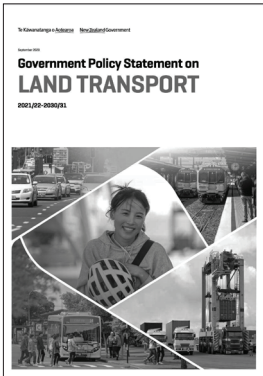
44= out of 230 GDSs

3 out of the 12 GDSs in MOT

3 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1: Opportunities and Threats</b>			
1.1	Identifies potential opportunities	2.5	4
1.2	Identifies potential threats	1.5	4
1.3	Contains a clear statement describing the problem	5	8
<b>2: Capabilities and Resources</b>			
2.1	Identifies current and future capabilities	2.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0.5	4
<b>3: Vision and Benefits (Purpose)</b>			
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0.5	4
<b>4: Approach and Focus (Strategy)</b>			
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	1	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1	4
<b>5: Implementation and Accountability</b>			
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	1	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	3	4
<b>6: Alignment and Authority</b>			
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>44.5</b>	<b>96</b>

# Government Policy Statement on Land Transport 2021/22–2030/31



**Purpose:**  
*'A transport system that improves wellbeing and liveability.'* (p. 5)

### Strategy (to achieve the purpose):

The approach is to focus on four strategic priorities:

- Safety: developing a transport system where no-one is killed or seriously injured
- Better travel options: so people can access social and economic opportunities
- Improving freight connections: for economic development
- Climate change: developing a low carbon transport system that supports emissions reductions, while improving safety and inclusive access. (p. 6)

### Key data

Publication date:	September 2020
Duration:	2021–2030
Number of pages:	59
Signed by:	Crown (Minister of Transport)
This GDS replaces:	<i>Government Policy Statement on Land Transport (2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Land Transport Management Act 2003, s 66) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

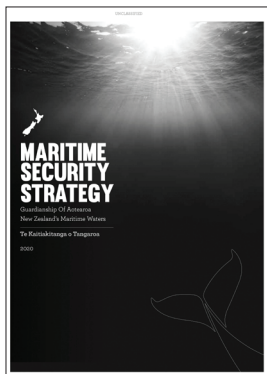
49 out of 230 GDSs

5 out of the 12 GDSs in MOT

5 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	1.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	2.5	4
5.3	Explains how progress will be reported	3.5	4
5.4	Discusses whether the GDS will undergo a review	2	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	3	6
<b>Total</b>		<b>61.5</b>	<b>96</b>

# Maritime Security Strategy



**Purpose:**

*‘A maritime security sector that secures New Zealand’s significant maritime economic, cultural and environmental interests, and is better able to deter adversaries, reduce harm to New Zealand communities and exert effective Kaitiakitanga (guardianship) of the sea.’ (p. 5)*

**Strategy (to achieve the purpose):**

The approach is based on four mutually reinforcing and overlapping pillars: understanding the maritime domain; engaging with partners; preventing threats; and responding with the right mix of interventions. Together they guide how the sector and maritime security will prioritise operational activity and direct investment. They have also developed three core implementation priorities: enabling the comprehensive multi-agency approach; establishing sector planning and assessment expectations; and allocating resources to support the strategy’s investment priorities. (pp. 17, 29)

**Key data**

Publication date:	December 2020
Duration:	2020–NK
Number of pages:	40
Signed by:	CE (Secretary for Transport)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

## McGuinness Institute analysis

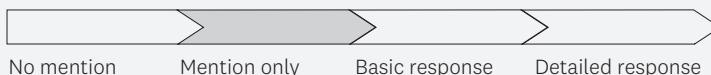
**Year strategy ends**

Not known

**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

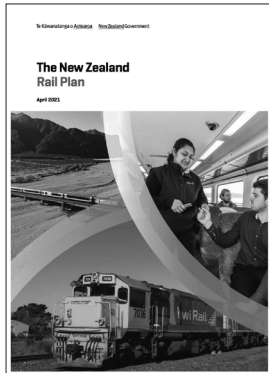
47= out of 230 GDSs

4 out of the 12 GDSs in MOT

4 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3.5	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	6	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	1.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	3.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2.5	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>62</b>	<b>96</b>

# Rail Plan



## Purpose:

'[T]o provide modern transit systems in our largest cities, and to enable increasing volumes of freight to be moved by rail.' (p. 4)

## Strategy (to achieve the purpose):

The approach is to establish a new long-term planning and funding framework under the Land Transport Management Act 2003. Key investment priorities include the national rail network, the metropolitan rail network and regional development. (pp. 20, 24-25, 41)

## Key data

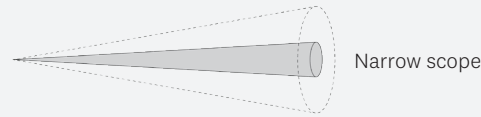
Publication date:	April 2021
Duration:	2021-2031
Number of pages:	48
Signed by:	Crown (Minister of Finance; Minister of Transport; and Minister for State Owned Enterprises)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

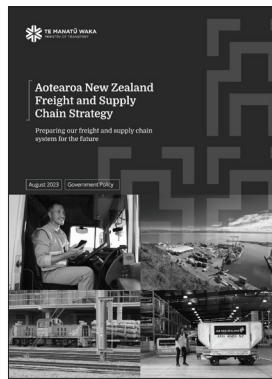
60 out of 230 GDSs

6 out of the 12 GDSs in MOT

6 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2.5	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	2.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0.5	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	2.5	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>58.5</b>	<b>96</b>

# Freight and Supply Chain Strategy



**Purpose:**  
 '[Set] out a 30-year direction to prepare New Zealand for the future. It will establish what we need to focus on to achieve our vision and when, and how we use our limited resources effectively.' (p. 4)

## Strategy (to achieve the purpose):

The approach is to focus on four focus areas:

- Ports and the connections to their communities
- Road freight decarbonisation
- Data sharing and interoperability
- International engagement. (p. 7)

## Key data

Publication date: August 2023  
 Duration: 2023-NK  
 Number of pages: 62  
 Signed by: Crown (Minister of Transport)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, pp. 6-7  
 Legislation: Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

12 out of 230 GDSs

1 out of the 12 GDSs in MOT

1 out of the 26 GDSs in the Economic Development and Infrastructure

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	4	4
1.2	Identifies potential threats	2	4
1.3	Contains a clear statement describing the problem	8	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	4	4
2.2	Identifies capabilities it does not have but needs	4	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	4	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	4	4
3.3	Describes how success will be measured	4	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	4	4
4.2	Identifies a range of strategic options	2	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	2	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	4	4
5.2	Identifies who will report on its progress	4	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	6	6
6.3	Aligns with its department's annual report	6	6
<b>Total</b>		<b>79</b>	<b>96</b>



# Search and Rescue Strategic Plan



**Purpose:**

*'[E]nsure New Zealand provides effective search and rescue services for people in distress throughout New Zealand's search and rescue region in order to save lives.'* (p. 7)

**Strategy (to achieve the purpose):**

The approach is to focus on four goals:

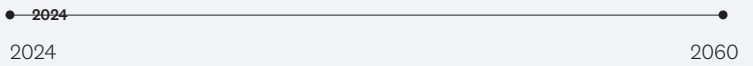
- A robust and integrated SAR (Search and Rescue) system
- Efficient and sustainable SAR organisations
- Capable SAR people
- SAR Prevention. (pp. 18-19)

**Key data**

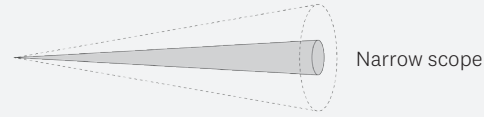
Publication date:	August 2023
Duration:	2021-2024
Number of pages:	24
Signed by:	Department staff (other than CE) (Chair of New Zealand Search and Rescue Council)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

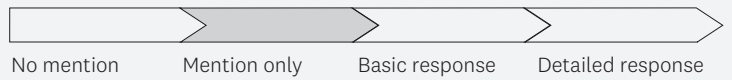
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

189= out of 230 GDSs

10= out of the 12 GDSs in MOT

19= out of the 26 GDSs in the Economic Development and Infrastructure

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

# Charging Our Future: National electric vehicle charging strategy



**Purpose:**  
*'Aotearoa New Zealand's EV charging infrastructure supports an equitable transition to a low-emissions transport system in which accessible, affordable, secure, and reliable charging infrastructure is available to everyone who needs it.'* (p. 2)

**Strategy (to achieve the purpose):**

The approach is to focus on five long-term outcomes:

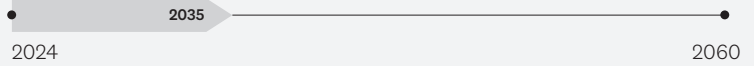
1. Integrating EV charging infrastructure, ensuring the system is affordable, reliable, secure and safe
2. Making EV charging infrastructure accessible, affordable, secure, and reliable for EV users from diverse backgrounds
3. Developing integrated and streamlined cross-sectoral planning and standards to underpin New Zealand's EV charging system
4. Ensuring the EV charging market functions effectively, can adapt and evolve over time, and is attractive to users, operators and investors
5. Contributing to the transition to, and use of, low-emissions transport modes across the wider transport system. (p. 3)

**Key data**

Publication date:	October 2023
Duration:	2023-2035
Number of pages:	20
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	MBIE
Transferred from:	Not applicable
Strategy map:	Yes, p. 4
Legislation:	Not applicable

McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

146= out of 230 GDSs  
 8 out of the 12 GDSs in MOT  
 12= out of the 26 GDSs in the Economic Development and Infrastructure

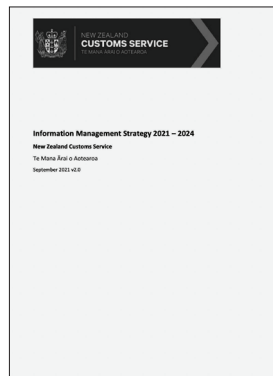
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	2	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	2	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies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



# 25

## New Zealand Customs Service— Te Mana Ārai o Aotearoa

# Information Management Strategy



**Purpose:**  
*‘Information is: Digitally managed by design in a safe, secure environment. Collected once. Easy to find, accessible, used to its maximum potential, in a minimum of systems, managed as a strategic asset, seamlessly and reliably.’ (p. 13)*

**Strategy (to achieve the purpose):**

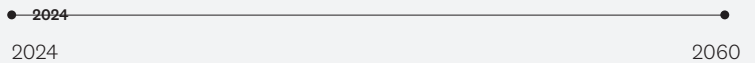
The approach is to improve information management by developing a framework to shape initiatives and projects that support business needs and legal obligations. (p. 10)

**Key data**

Publication date:	September 2021
Duration:	2021-2024
Number of pages:	24
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 9
Legislation:	Not applicable

## McGuinness Institute analysis

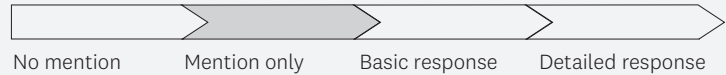
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

143= out of 230 GDSs  
 2 out of the 2 GDSs in NZCS  
 6 out of the 11 GDSs in the External Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	7.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	3	4
2.3	Identifies current and future resources	2	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	4.5	8
3.2	Identifies who the beneficiaries are	3.5	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	3	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	2	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	0	6
<b>Total</b>		<b>44.5</b>	<b>96</b>

# Rautaki Mana Ārai – Customs Strategy



## Purpose:

*'[P]rotect and promote New Zealand across borders ... [and] eliminate border and revenue risk Our Values ... We do what's right ... We are guardians ... We value people ... We look forward'. (p. 3)*

## Strategy (to achieve the purpose):

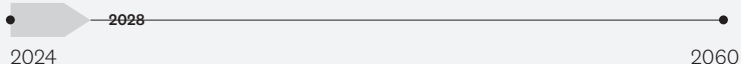
The approach is to focus on four strategic priority areas: people, partnerships, innovation and technology and data. 'Each area will have its own topic-specific strategy, with a senior leader as the sponsor'. (p. 7)

## Key data

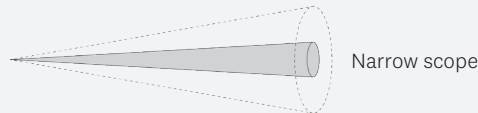
Publication date:	July 2023
Duration:	2023-2028
Number of pages:	24
Signed by:	CE (Comptroller of Customs)
This GDS replaces:	<i>Rautaki Mana Ārai – Customs Strategy (2018)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 5
Legislation:	Not applicable

## McGuinness Institute analysis

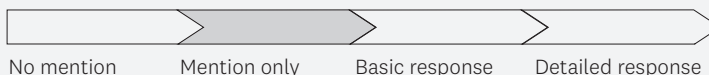
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

38= out of 230 GDSs

1 out of the 2 GDSs in NZCS

2 out of the 11 GDSs in the External Sector

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



# 26

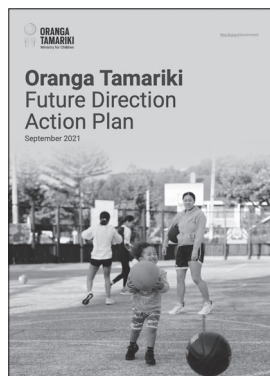
## New Zealand Security Intelligence Service— Te Pā Whakamarumarū



27

Oranga Tamariki —  
Ministry for Children

# Future Direction Action Plan



**Purpose:**  
*‘All children are safe, loved and nurtured by whānau, hapū, and iwi, supported by thriving communities.’ (p. 3)*

### Strategy (to achieve the purpose):

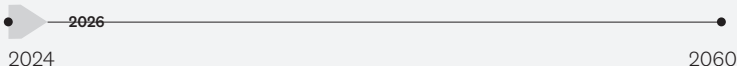
The approach is to focus on five key areas: organisational blueprint; people and culture; relationships, partnering and decision-making; social work practice; and data, insights and evidence. (pp. 4-10)

### Key data

Publication date:	September 2021
Duration:	2021-2026
Number of pages:	7
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

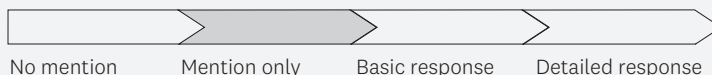
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

181= out of 230 GDSs

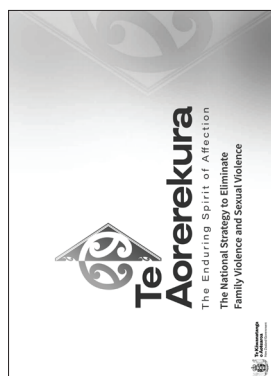
4 out of the 5 GDSs in OT

31 out of the 35 GDSs in the Social Services and Community Sector

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



# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



## Purpose:

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

## Strategy (to achieve the purpose):

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

## Key data

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

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

18= out of 230 GDSs

1= out of the 5 GDSs in OT

6= out of the 35 GDSs in the Social Services and Community Sector

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

# Oranga Tamariki Action Plan



**Purpose:**  
*'[Drive] a shared accountability and monitoring framework across children's agencies to improve the wellbeing of Oranga Tamariki priority populations and prevent the need for them to come into care or be involved with the youth justice system.'* (p. 3 of Oranga Tamariki Action Plan)

## Strategy (to achieve the purpose):

The approach is to focus on four results: good health, including mental wellbeing; positive housing conditions; access to good education; and support to grow, connect, and be independent.

The first steps to achieving these results are:

- Building an evidence-based picture of need
- Meeting children and young people's needs and building whānau resilience
- Community-led, regionally-enabled, centrally-supported prevention. (p. 1 of *Implementing the Oranga Tamariki Action Plan*)

## Key data

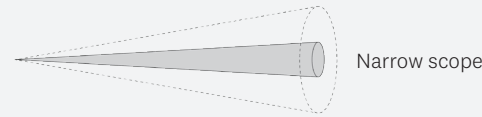
Publication date:	July 2022
Duration:	2022-NK
Number of pages:	17 (combined)
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 1 of <i>Implementing the Oranga Tamariki Action Plan</i>
Legislation:	Required (see Children's Act 2014, s 8) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

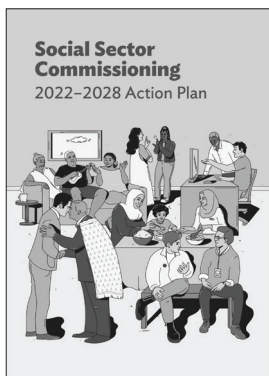
18= out of 230 GDSs

1= out of the 5 GDSs in OT

6= out of the 35 GDSs in the Social Services and Community Sector

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

# Social Sector Commissioning 2022–2028 Action Plan



**Purpose:**  
 '[T]ransform the way social supports and services are commissioned so they best support people, families and whānau to live the lives they value.' (p. 6)

## Strategy (to achieve the purpose):

The approach is to:

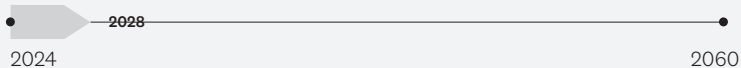
- '[W]ork on removing current barriers that make a relational way of commissioning difficult
- [B]uild on existing initiatives and successes, and support major social reforms underway
- [U]se continuous learning, monitoring and information sharing to ensure change'. (p. 6)

## Key data

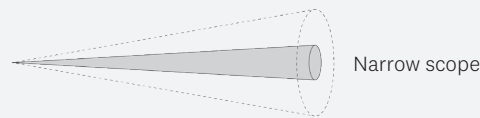
Publication date:	October 2022
Duration:	2022–2028
Number of pages:	44
Signed by:	Crown (Minister for Social Development and Employment) and other (various other NGO and Independent Project Board members)
This GDS replaces:	<i>Social Sector Commissioning (2020)</i>
Jointly held with:	MSD
Transferred from:	Not applicable
Strategy map:	Yes, p. 8
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

111= out of 230 GDSs  
 3 out of the 5 GDSs in OT  
 20= out of the 35 GDSs in the Social Services and Community Sector

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

# The Oranga Tamariki Disability Vision and Strategy

**Oranga Tamariki Disability Vision and Strategy**  
Our vision was developed in partnership with disabled people, their champions, tāngata whaikaha Māori and care experienced tamariki.

**How we developed our vision**  
Oranga Tamariki knows we need to work better with disabled people. To do this we are developing a Disability Vision and Strategy which will help us to use a social and rights-based model of disability grounded in the foundations of Te Tiriti o Waitangi.

**We have developed the vision and strategy in two phases. During phase one we spoke to over 250 disabled people, disabled parents, Oranga Tamariki staff, social workers, care experienced young people, caregivers of children, sector kaitiaki, Oranga Tamariki kaitiaki and service providers. After we spoke to everyone we partnered with the Oranga Tamariki Disability Whānau Group and other engagement partners and developed a vision, four shifts needed to achieve it and a draft definition of disability.**

**Have your say into the Oranga Tamariki Disability Strategy**  
We want to hear from you on how to achieve this vision. Below we have summarised actions already supported under each shift and now we want to hear your ideas, thoughts and feedback on which actions would have the biggest impact:

**To take your part in the strategy, a worthwhile talking to someone from the strategy team, or sending a written, audio or video submission, information on the different ways to participate are on our website or you can email: [disability@oranga.govt.nz](mailto:disability@oranga.govt.nz)**

**Our vision**  
‘The mana of tāngata whaikaha me o ratou toa (disabled people and their champions) is enhanced by meeting their needs, upholding their rights and supporting their hopes and dreams.’

**What our vision means**  
Tāngata whaikaha are experts in their own lives and the best source of their own solutions. Our focus is shifting to how we best support tāngata whaikaha me o ratou toa to achieve their hopes, dreams, goals and aspirations. We will respect and uphold their privacy and aspirations, not look on their behalf, about them, or for them, and meet their needs and rights in a collaborative and user-friendly way.

**Our draft definition of disability**  
Disabled people are people who have long term physical, cognitive, intellectual, neurological, or sensory impairments including neurodiversity conditions, such as Fetal Alcohol Spectrum Disorder (FASD), Autism Spectrum Disorder (ASD) and Attention Deficit Hyperactivity Disorder (ADHD), which in interaction with social barriers, may hinder their full and effective participation in society or an equal basis with others.

**Purpose:**  
‘The mana of tāngata whaikaha me o ratou toa (disabled people and their champions) is enhanced by meeting their needs, upholding their rights and supporting their hopes and dreams.’ (p. 1)

## Strategy (to achieve the purpose):

The approach consists of four shifts:

1. How we see disability: taking a whole-of-life approach
2. Systems work for people: tāngata whaikaha me o rātou toa (disabled people and their champions) experience connected, rights based, consistent and transparent children’s and disability systems
3. Disability-confident and -competent workforce: the Oranga Tamariki workforce have the skills and expertise, including cultural competency, to work with tāngata whaikaha me o rātou toa
4. Oranga Tamariki is safe and proactive: tāngata whaikaha me o rātou toa are listened to. (pp. 2-3)

## Key data

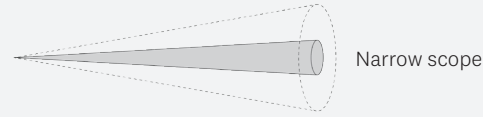
Publication date:	December 2023
Duration:	2023–NK
Number of pages:	3
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends

Not known

### Scope of subject matter



### Climate intelligence



### Transparency scoring

199= out of 230 GDSs

5 out of the 5 GDSs in OT

34= out of the 35 GDSs in the Social Services and Community Sector

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



# 28

## Public Service Commission— Te Kawa Mataaho

# Kia Toipoto – Public Service Action Plan



**Purpose:**  
*‘Making substantial progress towards closing gender, Māori, Pacific, and ethnic pay gaps ... [a]ccelerating progress for wāhine Māori, Pacific women, and women from ethnic communities ... [and] [c]reating fairer workplaces for all, including disabled people and members of rainbow communities.’ (p. 3)*

**Strategy (to achieve the purpose):**

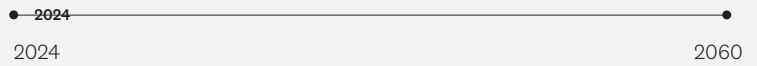
The approach is to prioritise transparency in agencies; ensure equal pay through monitoring; encourage gender and ethnic representation and leadership in the workplace; support career pathways and equitable progression opportunities; eliminate all forms of bias and discrimination in human resource systems; and allow access to flexible-by-default working without affecting pay or progression. (p. 4)

**Key data**

Publication date: November 2021  
 Duration: 2021-2024  
 Number of pages: 5  
 Signed by: Not signed  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Not found  
 Legislation: Not applicable

## McGuinness Institute analysis

**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

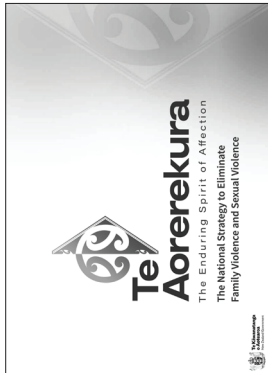


**Transparency scoring**

210= out of 230 GDSs  
 4 out of the 4 GDSs in PSC  
 22 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0.5	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	0	4
2.3	Identifies current and future resources	1	4
2.4	Identifies resources it does not have but needs	0	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	0	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	0	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	0	4
4.3	Describes the chosen approach	1	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	1	4
5.4	Discusses whether the GDS will undergo a review	0	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department’s SOI	0	6
6.3	Aligns with its department’s annual report	6	6
<b>Total</b>		<b>26</b>	<b>96</b>

# Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence



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

**Strategy (to achieve the purpose):**

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

1. Towards strength-based wellbeing.
2. Towards mobilising communities.
3. Towards skilled, culturally competent and sustainable workforces.
4. Towards investment in primary prevention.
5. Towards safe, accessible and integrated responses.
6. Towards increased capacity for healing. (p. 7)

**Key data**

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

McGuinness Institute analysis

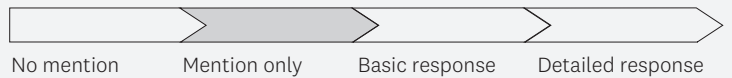
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

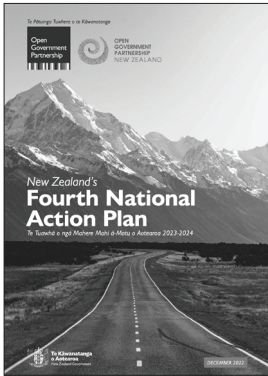


**Transparency scoring**

18= out of 230 GDSs  
 1 out of the 4 GDSs in PSC  
 2 out of the 26 GDSs in the Finance and Government Administration Sector

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

# Fourth National Action Plan – Te Tuawhā o ngā Mahere Mahi ā-Motu



**Purpose:**  
 '[Maintain New Zealand's] high transparency, politically-neutral Public Service, and low levels of corruption ... [and support] reforms to increase openness, transparency, democratic participation, and government accountability.' (p. 5)

## Strategy (to achieve the purpose):

The approach is to focus on delivering on eight commitments, including:

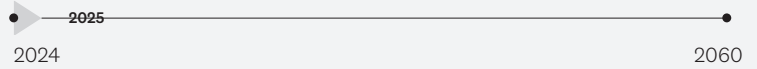
- Adopting a community engagement tool
- Researching deliberative processes for community engagement
- Establishing an inclusive, multi-channel approach to the delivery of government information and services
- Designing and implementing a National Counter Fraud and Corruption Strategy. (pp. 14–31)

## Key data

Publication date:	December 2022
Duration:	2023–2025
Number of pages:	33
Signed by:	Crown (Minister for the Public Service)
This GDS replaces:	<i>Open Government Partnership: National Action Plan 2016–18</i> (2016)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



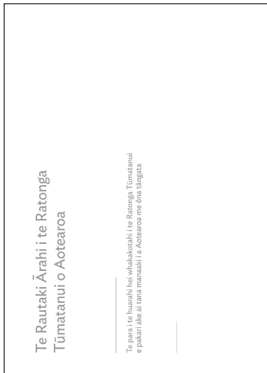
### Transparency scoring

52= out of 230 GDSs  
 3 out of the 4 GDSs in PSC  
 6= out of the 26 GDSs in the Finance and Government Administration Sector

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



# Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa – The Leadership Strategy for New Zealand’s Public Service



**Purpose:**  
*‘We want to create one Te Pae Turuki Public Service Leaders Group, unified by a common mission and spirit of service, leading together on system priorities and modelling exemplary Public Service leadership.’ (p. 10)*

**Strategy (to achieve the purpose):**

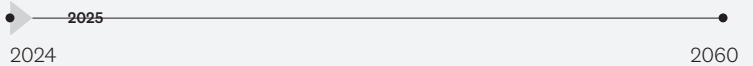
- The approach is to focus on three long-term aims:
- ‘Building the team spirit of Te Pae Turuki PSLG, staying focused on the needs of New Zealanders.
  - Enhancing Te Pae Turuki PSLG capability to keep delivering for New Zealand.
  - Enabling Te Pae Turuki PSLG to respond with agility to changing government and joint priorities.’ (p. 13)

**Key data**

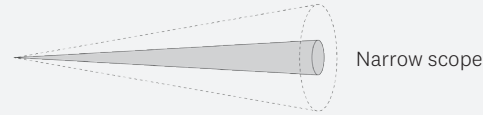
Publication date:	July 2023
Duration:	2023–2025
Number of pages:	24
Signed by:	CE (Public Service Commissioner/Head of Service)
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 21
Legislation:	Required (see Public Service Act 2020, s 61) and cited in the GDS

## McGuinness Institute analysis

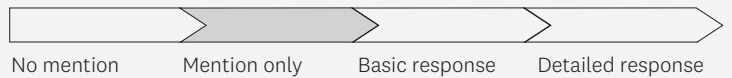
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

38= out of 230 GDSs  
 2 out of the 4 GDSs in PSC  
 5 out of the 26 GDSs in the Finance and Government Administration Sector

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



# 29

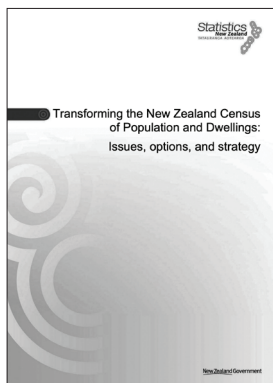
## Serious Fraud Office— Te Tari Hara Taware



30

Statistics New Zealand—  
Tatauranga Aotearoa

# Transforming the New Zealand Census of Population and Dwellings



**Purpose:**

*'[T]o produce census-type information from administrative sources, rather than by the current census approach, which takes a survey of the whole population.'* (p. 39)

**Strategy (to achieve the purpose):**

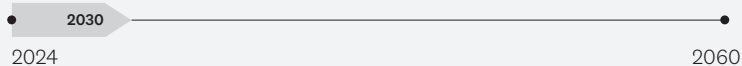
The approach is a four-phase approach over time to manage the high level of risk and to ensure continued production of quality population statistics. The strategy includes a proposed transforming census timeline up to the 2020 election; a detailed plan (see Appendix 4); and a promise of a review report in 2025 at the earliest. The short-term focus is on modernising the current census model to create efficiencies and reduce operational costs. (pp. 5–6, 18, 39, 42)

**Key data**

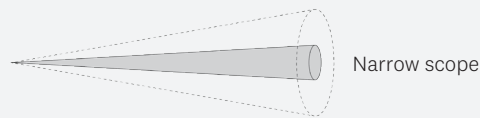
Publication date:	April 2012
Duration:	2012–2030
Number of pages:	45
Signed by:	Not signed
This GDS replaces:	Not applicable
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Not applicable

## McGuinness Institute analysis

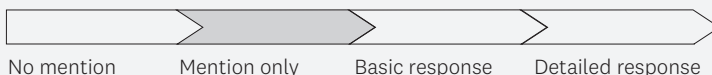
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**



**Transparency scoring**

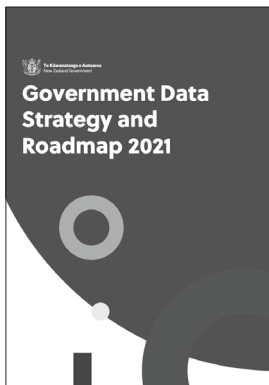
95= out of 230 GDSs

1 out of the 2 GDSs in StatsNZ

10 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	3	4
1.3	Contains a clear statement describing the problem	4.5	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	1.5	4
2.2	Identifies capabilities it does not have but needs	2	4
2.3	Identifies current and future resources	3	4
2.4	Identifies resources it does not have but needs	2	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	3.5	8
3.2	Identifies who the beneficiaries are	3	4
3.3	Describes how success will be measured	2	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2.5	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	4	4
4.4	Highlights the risks, costs and benefits	3	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	0.5	4
5.2	Identifies who will report on its progress	1.5	4
5.3	Explains how progress will be reported	3	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>51</b>	<b>96</b>

# Government Data Strategy and Roadmap



**Purpose:**  
 '[P]rovides a shared direction and plan for Aotearoa New Zealand's government data system.' (p. 6)

## Strategy (to achieve the purpose):

The approach is to focus on four areas:

- Data: Providing the right data at the right time
- Capability: Developing capability and skills within government to create, collect, manage, and use data
- Leadership: Ensuring leadership, clear rules, and system settings are in place and are well understood
- Infrastructure: Building the infrastructure that enables effective data management and reuse.

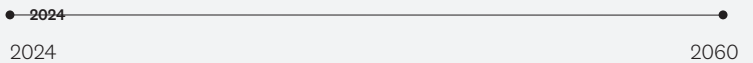
The focus areas are to guide key initiatives over the next three to five years. (pp. 10-11)

## Key data

Publication date:	August 2021
Duration:	2021-2024
Number of pages:	15
Signed by:	CE (Government Chief Data Steward)
This GDS replaces:	<i>Data Strategy and Roadmap For New Zealand</i> (2018)
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Yes, p. 26
Legislation:	Not applicable

## McGuinness Institute analysis

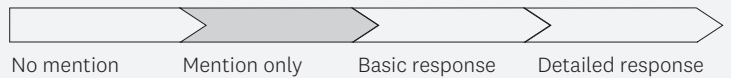
### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

136= out of 230 GDSs

2 out of the 2 GDSs in StatsNZ

16 out of the 26 GDSs in the Finance and Government Administration Sector

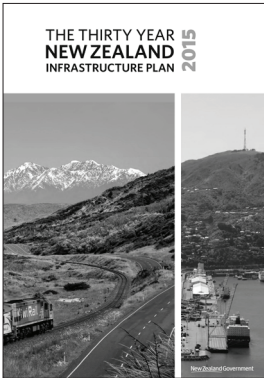
		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	1	4
1.2	Identifies potential threats	0	4
1.3	Contains a clear statement describing the problem	4	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	1	4
2.2	Identifies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



# 31

## The Treasury— Te Tai Ōhanga

# Thirty Year New Zealand Infrastructure Plan



**Purpose:**  
*'By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards.'* (p. 11)

**Strategy (to achieve the purpose):**

The approach is to focus on developing a better understanding of the type and nature of services to deliver in the future; improving asset management practices; and ensuring the right settings are in place to make better investment decisions in the future. (pp. 46-48)

**Key data**

Publication date: August 2015  
 Duration: 2015-2045  
 Number of pages: 86  
 Signed by: Crown (Minister of Finance) and other (Chair of National Infrastructure Advisory Board)  
 This GDS replaces: Not applicable  
 Jointly held with: Not applicable  
 Transferred from: Not applicable  
 Strategy map: Yes, p. 9  
 Legislation: Required (see New Zealand Infrastructure Commission/ Te Waihanga Act 2019, ss 12 and 13) but not cited in the GDS (the GDS was published in 2015)

## McGuinness Institute analysis

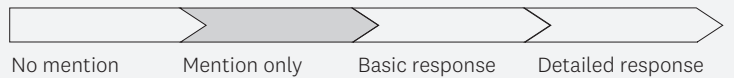
**Year strategy ends**



**Scope of subject matter**



**Climate intelligence**

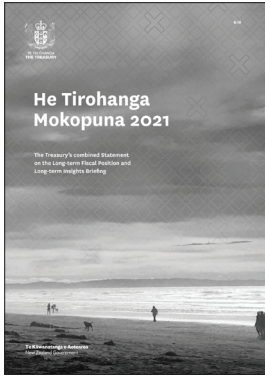


**Transparency scoring**

93= out of 230 GDSs  
 1 out of the 2 GDSs in Treasury  
 9 out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	6	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	3	4
2.2	Identifies capabilities it does not have but needs	2.5	4
2.3	Identifies current and future resources	2.5	4
2.4	Identifies resources it does not have but needs	1	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	8	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	3	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	2	4
4.2	Identifies a range of strategic options	1.5	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	0	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	2.5	4
5.2	Identifies who will report on its progress	2	4
5.3	Explains how progress will be reported	2	4
5.4	Discusses whether the GDS will undergo a review	1	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	3.5	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>52</b>	<b>96</b>

# He Tirohanga Mokopuna 2021 – Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing



**Purpose:**  
 '[A]nalyse key trends and their potential long-term fiscal impacts directly alongside a range of policy options available to address them.' (p. 4)

## Strategy (to achieve the purpose):

The approach is not to make policy recommendations on the 'optimal' policy option or package of options required to manage New Zealand's fiscal sustainability challenge, but to share this information for consideration and analysis by future governments. (p. 41)

## Key data

Publication date:	September 2021
Duration:	2021–2061
Number of pages:	93
Signed by:	CE (Secretary to the Treasury)
This GDS replaces:	<i>He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position (2016)</i>
Jointly held with:	Not applicable
Transferred from:	Not applicable
Strategy map:	Not found
Legislation:	Required (see Public Finance Act 1989, ss 26I–26N) and cited in the GDS

## McGuinness Institute analysis

### Year strategy ends



### Scope of subject matter



### Climate intelligence



### Transparency scoring

111= out of 230 GDSs

2 out of the 2 GDSs in Treasury

11= out of the 26 GDSs in the Finance and Government Administration Sector

		Score	Out of
<b>1:</b>	<b>Opportunities and Threats</b>		
1.1	Identifies potential opportunities	3.5	4
1.2	Identifies potential threats	4	4
1.3	Contains a clear statement describing the problem	7	8
<b>2:</b>	<b>Capabilities and Resources</b>		
2.1	Identifies current and future capabilities	2	4
2.2	Identifies capabilities it does not have but needs	1	4
2.3	Identifies current and future resources	4	4
2.4	Identifies resources it does not have but needs	3.5	4
<b>3:</b>	<b>Vision and Benefits (Purpose)</b>		
3.1	Provides a clear aspirational statement as to what success would look like	2.5	8
3.2	Identifies who the beneficiaries are	2	4
3.3	Describes how success will be measured	1.5	4
<b>4:</b>	<b>Approach and Focus (Strategy)</b>		
4.1	Breaks down the purpose into a number of strategic goals/objectives	1.5	4
4.2	Identifies a range of strategic options	4	4
4.3	Describes the chosen approach	2	4
4.4	Highlights the risks, costs and benefits	4	4
<b>5:</b>	<b>Implementation and Accountability</b>		
5.1	Identifies who is responsible for implementation	3	4
5.2	Identifies who will report on its progress	0	4
5.3	Explains how progress will be reported	0	4
5.4	Discusses whether the GDS will undergo a review	1.5	4
<b>6:</b>	<b>Alignment and Authority</b>		
6.1	Discusses predecessors to the strategy and identifies any lessons learnt	2	4
6.2	Aligns with its department's SOI	0	6
6.3	Aligns with its department's annual report	0	6
<b>Total</b>		<b>49</b>	<b>96</b>



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# Lists of GDSs

A: GDSs in operation by rank order

B: GDSs archived between  
October 1994 and  
31 December 2023

C: GDSs in operation by jointly held

D: GDSs in operation by merged

## List A: GDSs in operation by rank order

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
1=	GDS11-02	Pacific Languages Strategy	11. Ministry for Pacific Peoples	Social Services and Community Sector	August, 2022	2023 GDS Index
1=	GDS13-06	Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan	13. Ministry for the Environment	Natural Resources Sector	May, 2022	2023 GDS Index
3	GDS02-13	Climate Change Adaptation Action Plan – He Whakamahere Hātepe Urutau Mō Te Huringa Āhuarangi	02. Department of Conservation	Natural Resources Sector	June, 2020	2023 GDS Index
4	GDS13-09	Te Rautaki Para – Waste Strategy	13. Ministry for the Environment	Natural Resources Sector	March, 2023	2023 GDS Index
5	GDS19-42	Rural Health Strategy	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index
6=	GDS19-38	Health Strategy	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index
6=	GDS19-40	Provisional Health of Disabled People Strategy	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index
8=	GDS04-10	Te Rautaki Matihiko mō Aotearoa – The Digital Strategy for Aotearoa	04. Department of Internal Affairs	Finance and Government Administration Sector	September, 2022	2023 GDS Index
8=	GDS20-05	Maihi Ka Ora – The National Māori Housing Strategy 2021-2051	20. Ministry of Housing and Urban Development	Social Services and Community Sector	March, 2022	2023 GDS Index
8=	GDS21-01	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	21. Ministry of Justice	Justice Sector	December, 2021	2023 GDS Index
8=	GDS23-13	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	23. Ministry of Social Development	Social Services and Community Sector	December, 2021	2023 GDS Index
12	GDS24-11	Freight and Supply Chain Strategy	24. Ministry of Transport	Economic Development and Infrastructure Sector	August, 2023	2023 GDS Index
13=	GDS02-07	Kiwi Recovery Plan – Mahere Whakaora Kiwi	02. Department of Conservation	Natural Resources Sector	November, 2018	2023 GDS Index
13=	GDS18-07	International Climate Finance Strategy – Tuia te Waka a Kiwa	18. Ministry of Foreign Affairs and Trade	External Sector	August, 2022	2023 GDS Index
13=	GDS19-43	Women's Health Strategy	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index
16	GDS14-01	Te Mahere Whai Mahi Wāhine – Women's Employment Action Plan	14. Ministry for Women	Social Services and Community Sector	June, 2022	2023 GDS Index
17	GDS20-04	Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki – Government Policy Statement on Housing and Urban Development	20. Ministry of Housing and Urban Development	Social Services and Community Sector	September, 2021	2021 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
18=	GDS03-04	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	03. Department of Corrections	Justice Sector	December, 2021	2023 GDS Index
18=	GDS13-07	Urutau, ka Taurikura: Kia tū Pakari a Aotearoa i ngā Huringa Āhuarangi – Adapt and Thrive: Building a Climate-Resilient New Zealand	13. Ministry for the Environment	Natural Resources Sector	August, 2022	2023 GDS Index
18=	GDS22-02	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	22. Ministry of Māori Development—Te Puni Kōkiri	Māori Affairs Sector	December, 2021	2023 GDS Index
18=	GDS27-02	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	December, 2021	2023 GDS Index
18=	GDS27-03	Oranga Tamariki Action Plan	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	July, 2022	2023 GDS Index
18=	GDS28-02	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	28. Public Service Commission	Finance and Government Administration Sector	December, 2021	2023 GDS Index
24	GDS19-39	Pae Tū: Hauora Māori Strategy	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index
25	GDS19-41	Te Mana Ola – The Pacific Health Strategy	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index
26	GDS11-01	Pacific Employment Action Plan	11. Ministry for Pacific Peoples	Social Services and Community Sector	May, 2022	2023 GDS Index
27=	GDS19-35	Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25	19. Ministry of Health	Health Sector	June, 2022	2023 GDS Index
27=	GDS20-02	Homelessness Action Plan	20. Ministry of Housing and Urban Development	Social Services and Community Sector	February, 2020	2020 GDS Index
27=	GDS24-06	Road to Zero – New Zealand's Road Safety Strategy	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2019	2020 GDS Index
30=	GDS11-03	Pacific Wellbeing Strategy	11. Ministry for Pacific Peoples	Social Services and Community Sector	September, 2022	2023 GDS Index
30=	GDS12-01	Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru	12. Ministry for Primary Industries	Natural Resources Sector	October, 2007	2014 GDS Index
30=	GDS17-15	Action Plan for Pacific Education: 2023 refresh	17. Ministry of Education	Education and Workforce Sector	July, 2023	2023 GDS Index
33	GDS05-01	National Disaster Resilience Strategy – Rautaki ā-Motu Manawaroa Aituā	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	April, 2019	2020 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
34=	GDS17-09	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	17. Ministry of Education	Education and Workforce Sector	December, 2021	2023 GDS Index
34=	GDS19-34	Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence	19. Ministry of Health	Health Sector	December, 2021	2023 GDS Index
34=	GDS22-03	Maihi Ka Ora – The National Māori Housing Strategy 2021-2051	22. Ministry of Māori Development—Te Puni Kōkiri	Māori Affairs Sector	March, 2022	2023 GDS Index
37	GDS05-03	Child and Youth Wellbeing Strategy	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August, 2019	2020 GDS Index
38=	GDS03-05	Ara Poutama Aotearoa – Suicide Prevention and Postvention Action Plan	03. Department of Corrections	Justice Sector	March, 2022	2023 GDS Index
38=	GDS25-02	Rautaki Mana Ārai – Customs Strategy	25. New Zealand Customs Service	External Sector	NK, 2023	2023 GDS Index
38=	GDS28-04	Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa – The Leadership Strategy for New Zealand's Public Service	28. Public Service Commission	Finance and Government Administration Sector	July, 2023	2023 GDS Index
41	GDS03-06	Disability Action Plan	03. Department of Corrections	Justice Sector	February, 2023	2023 GDS Index
42	GDS22-01	Maihi Karauna – The Crown's Strategy for Māori Language Revitalisation	22. Ministry of Māori Development—Te Puni Kōkiri	Māori Affairs Sector	February, 2019	2021 GDS Index
43	GDS17-13	International Education Strategy	17. Ministry of Education	Education and Workforce Sector	August, 2022	2023 GDS Index
44=	GDS19-36	National HIV Action Plan	19. Ministry of Health	Health Sector	March, 2023	2023 GDS Index
44=	GDS24-07	Transport Evidence Base Strategy	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2019	2020 GDS Index
46	GDS02-15	Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy	02. Department of Conservation	Natural Resources Sector	August, 2020	2020 GDS Index
47=	GDS19-37	Ngā Pokenga Paipai Me Ngā Pokenga Huaketo Mā Te Toto: Te Rautaki – Sexually Transmitted and Blood Borne Infection Strategy	19. Ministry of Health	Health Sector	March, 2023	2023 GDS Index
47=	GDS24-09	Maritime Security Strategy	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2020	2020 GDS Index
49	GDS24-08	Government Policy Statement on Land Transport 2021/22-2030/31	24. Ministry of Transport	Economic Development and Infrastructure Sector	September, 2020	2021 GDS Index
50	GDS17-11	Attendance and Engagement Strategy	17. Ministry of Education	Education and Workforce Sector	June, 2022	2023 GDS Index
51	GDS19-30	Kia Manawanui Aotearoa – Long-term pathway to mental wellbeing	19. Ministry of Health	Health Sector	August, 2021	2021 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
52=	GDS02-10	Predator Free 2050 Strategy	02. Department of Conservation	Natural Resources Sector	February, 2020	2020 GDS Index
52=	GDS05-06	Secure Together – Tō Tātou Korowai Manaaki	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August, 2023	2023 GDS Index
52=	GDS13-08	Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	13. Ministry for the Environment	Natural Resources Sector	December, 2022	2023 GDS Index
52=	GDS17-04	Te Rautaki Rawa Kura – The School Property Strategy 2030	17. Ministry of Education	Education and Workforce Sector	June, 2020	2023 GDS Index
52=	GDS17-10	Literacy & Communication and Maths Strategy	17. Ministry of Education	Education and Workforce Sector	March, 2022	2023 GDS Index
52=	GDS28-03	Fourth National Action Plan – Te Tuawhā o ngā Mahere Mahi ā-Motu	28. Public Service Commission	Finance and Government Administration Sector	December, 2022	2023 GDS Index
58	GDS02-17	Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki	02. Department of Conservation	Natural Resources Sector	January, 2021	2021 GDS Index
59	GDS16-02	Defence Policy and Strategy Statement	16. Ministry of Defence	External Sector	August, 2023	2023 GDS Index
60	GDS24-10	Rail Plan	24. Ministry of Transport	Economic Development and Infrastructure Sector	April, 2021	2021 GDS Index
61=	GDS12-22	Wallaby Strategy: Achieving a wallaby-free Aotearoa	12. Ministry for Primary Industries	Natural Resources Sector	October, 2022	2023 GDS Index
61=	GDS17-03	Learning Support Action Plan	17. Ministry of Education	Education and Workforce Sector	July, 2019	2020 GDS Index
61=	GDS23-06	Better Later Life – He Oranga Kaumātua	23. Ministry of Social Development	Social Services and Community Sector	November, 2019	2020 GDS Index
61=	GDS23-18	Social Sector Commissioning 2022–2028 Action Plan	23. Ministry of Social Development	Social Services and Community Sector	October, 2022	2023 GDS Index
65=	GDS13-05	Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future	13. Ministry for the Environment	Natural Resources Sector	November, 2021	2021 GDS Index
65=	GDS19-33	Smokefree Aotearoa 2025 Action Plan	19. Ministry of Health	Health Sector	December, 2021	2021 GDS Index
67=	GDS03-07	Ageing Well Action Plan	03. Department of Corrections	Justice Sector	August, 2023	2023 GDS Index
67=	GDS13-10	Nationally Determined Contribution Strategy	13. Ministry for the Environment	Natural Resources Sector	October, 2023	2023 GDS Index
67=	GDS15-05	National Statement of Science Investment	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	October, 2015	2018 GDS Index
70	GDS03-03	Wāhine – E rere ana ki te pae hou: Women’s Strategy 2021–2025	03. Department of Corrections	Justice Sector	October, 2021	2021 GDS Index
71=	GDS02-18	Hector’s and Māui Dolphin Threat Management Plan 2020	02. Department of Conservation	Natural Resources Sector	December, 2021	2021 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
71=	GDS04-11	Strategy 2022-2025: A pathway to an Aotearoa where ethnic communities feel at home	04. Department of Internal Affairs	Finance and Government Administration Sector	September, 2022	2023 GDS Index
71=	GDS11-04	Fale mo Aiga – Pacific Housing Strategy	11. Ministry for Pacific Peoples	Social Services and Community Sector	November, 2022	2023 GDS Index
71=	GDS12-17	Fit for a Better World: Accelerating our economic potential	12. Ministry for Primary Industries	Natural Resources Sector	July, 2020	2023 GDS Index
71=	GDS15-14	Regulatory Systems Stewardship Strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	March, 2023	2023 GDS Index
76	GDS12-14	Aquaculture Strategy	12. Ministry for Primary Industries	Natural Resources Sector	September, 2019	2020 GDS Index
77=	GDS15-15	Aerospace Strategy – Te Rautaki Ātea-ā-rangi o Aotearoa	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2023	2023 GDS Index
77=	GDS19-32	COVID-19 Māori Health Protection Plan	19. Ministry of Health	Health Sector	December, 2021	2021 GDS Index
77=	GDS23-09	E Tū Whānau Mahere Rautaki: Framework for Change	23. Ministry of Social Development	Social Services and Community Sector	June, 2020	2021 GDS Index
80=	GDS03-02	Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy	03. Department of Corrections	Justice Sector	October, 2021	2021 GDS Index
80=	GDS19-03	Cancer Control Strategy	19. Ministry of Health	Health Sector	August, 2003	2014 GDS Index
80=	GDS23-17	Employment and Social Outcomes Investment Strategy	23. Ministry of Social Development	Social Services and Community Sector	June, 2022	2023 GDS Index
80=	GDS23-19	Youth Plan: Voice, leadership, action	23. Ministry of Social Development	Social Services and Community Sector	August, 2023	2023 GDS Index
84=	GDS09-01	Cadastre 2034	09. Land Information New Zealand	Natural Resources Sector	February, 2014	2015 GDS Index
84=	GDS19-29	Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan	19. Ministry of Health	Health Sector	December, 2020	2020 GDS Index
86=	GDS12-06	Wilding Conifer Management Strategy	12. Ministry for Primary Industries	Natural Resources Sector	December, 2014	2023 GDS Index
86=	GDS19-06	National Plan for Child Cancer Services in New Zealand	19. Ministry of Health	Health Sector	December, 2011	2018 GDS Index
86=	GDS19-23	Every Life Matters – He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy	19. Ministry of Health	Health Sector	September, 2019	2020 GDS Index
86=	GDS19-27	Whakamaui – Māori Health Action Plan	19. Ministry of Health	Health Sector	July, 2020	2020 GDS Index
90=	GDS19-16	Faiva Ora 2016-2021 – National Pasifika Disability Plan	19. Ministry of Health	Health Sector	August, 2017	2018 GDS Index
90=	GDS19-20	Mental Health and Addiction Workforce Action Plan	19. Ministry of Health	Health Sector	April, 2018	2018 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
90=	GDS19-31	Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki	19. Ministry of Health	Health Sector	November, 2021	2021 GDS Index
93=	GDS02-08	Government Tourism Strategy	02. Department of Conservation	Natural Resources Sector	May, 2019	2020 GDS Index
93=	GDS31-01	Thirty Year New Zealand Infrastructure Plan	31. The Treasury	Finance and Government Administration Sector	August, 2015	2018 GDS Index
95=	GDS02-19	Procurement Strategy for Roading Activities	02. Department of Conservation	Natural Resources Sector	May, 2022	2023 GDS Index
95=	GDS15-04	Nation of Curious Minds – He Whenua Hihiri i te Mahara: A national strategic plan for science in society	15. Ministry of Business, Innovation and Employment	Education and Workforce Sector	July, 2014	2015 GDS Index
95=	GDS17-01	Nation of Curious Minds – He Whenua Hihiri i te Mahara: A national strategic plan for science in society	17. Ministry of Education	Education and Workforce Sector	July, 2014	2018 GDS Index
95=	GDS19-26	Ola Manuia – Pacific Health and Wellbeing Action Plan	19. Ministry of Health	Health Sector	June, 2020	2020 GDS Index
95=	GDS30-01	Transforming the New Zealand Census of Population and Dwellings	30. Statistics New Zealand	Finance and Government Administration Sector	April, 2012	2014 GDS Index
100=	GDS02-03	Wilding Conifer Management Strategy	02. Department of Conservation	Natural Resources Sector	December, 2014	2023 GDS Index
100=	GDS09-05	Antarctic and Southern Ocean Research Directions and Priorities	09. Land Information New Zealand	Natural Resources Sector	December, 2021	2021 GDS Index
100=	GDS12-15	Cadmium and New Zealand Agriculture and Horticulture	12. Ministry for Primary Industries	Natural Resources Sector	December, 2019	2021 GDS Index
100=	GDS12-19	Antarctic and Southern Ocean Research Directions and Priorities	12. Ministry for Primary Industries	Natural Resources Sector	December, 2021	2021 GDS Index
100=	GDS17-14	Connected Ako: Digital and data for learning (a strategy for education agencies)	17. Ministry of Education	Education and Workforce Sector	June, 2023	2023 GDS Index
100=	GDS18-06	Antarctic and Southern Ocean Research Directions and Priorities	18. Ministry of Foreign Affairs and Trade	External Sector	December, 2021	2021 GDS Index
100=	GDS20-06	Fale mo Aiga – Pacific Housing Strategy	20. Ministry of Housing and Urban Development	Social Services and Community Sector	November, 2022	2023 GDS Index
100=	GDS23-01	Disability Strategy 2016–2026	23. Ministry of Social Development	Social Services and Community Sector	November, 2016	2018 GDS Index
100=	GDS23-02	New Zealand Sign Language Strategy	23. Ministry of Social Development	Social Services and Community Sector	October, 2018	2018 GDS Index
109=	GDS03-01	Hōkai Rangī: Ara Poutama Aotearoa Strategy	03. Department of Corrections	Justice Sector	August, 2019	2020 GDS Index
109=	GDS16-01	Defence Capability Plan 2019	16. Ministry of Defence	External Sector	June, 2019	2020 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
111=	GDS05-04	National Fuel Plan	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	March, 2020	2021 GDS Index
111=	GDS05-05	Countering Terrorism and Violent Extremism Strategy	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	June, 2021	2023 GDS Index
111=	GDS12-09	Primary Sector Science Roadmap – Te Ao Tūroa	12. Ministry for Primary Industries	Natural Resources Sector	June, 2017	2018 GDS Index
111=	GDS15-10	National Fuel Plan	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	March, 2020	2021 GDS Index
111=	GDS23-16	Older Workers Employment Action Plan – He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke	23. Ministry of Social Development	Social Services and Community Sector	April, 2022	2023 GDS Index
111=	GDS27-04	Social Sector Commissioning 2022–2028 Action Plan	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	October, 2022	2023 GDS Index
111=	GDS31-02	He Tirohanga Mokopuna 2021 – Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing	31. The Treasury	Finance and Government Administration Sector	September, 2021	2021 GDS Index
118=	GDS12-07	Science Strategy – Rautaki Putaiao	12. Ministry for Primary Industries	Natural Resources Sector	October, 2015	2018 GDS Index
118=	GDS19-01	Palliative Care Strategy	19. Ministry of Health	Health Sector	February, 2001	2014 GDS Index
120=	GDS02-21	Ngā Awa, DOC’s Priority River Restoration Programme	02. Department of Conservation	Natural Resources Sector	2022	2023 GDS Index
120=	GDS12-05	National Plan of Action for the Conservation and Management of Sharks	12. Ministry for Primary Industries	Natural Resources Sector	January, 2014	2020 GDS Index
120=	GDS19-15	Health Research Strategy	19. Ministry of Health	Health Sector	June, 2017	2021 GDS Index
120=	GDS23-10	Pathways for Change	23. Ministry of Social Development	Social Services and Community Sector	June, 2020	2021 GDS Index
120=	GDS23-14	Financial Capability	23. Ministry of Social Development	Social Services and Community Sector	December, 2021	2023 GDS Index
125	GDS05-02	Cyber Security Strategy 2019	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	July, 2019	2020 GDS Index
126=	GDS02-05	New Zealand sea lion/rāpoka Threat Management Plan	02. Department of Conservation	Natural Resources Sector	July, 2017	2020 GDS Index
126=	GDS02-20	A Structured Decision-Making Approach for the Recovery of Kuaka/Whenua Hou Diving Petrel (Pelecanoides whenuahouensis)	02. Department of Conservation	Natural Resources Sector	June, 2022	2023 GDS Index
126=	GDS12-10	New Zealand sea lion/rāpoka Threat Management Plan	12. Ministry for Primary Industries	Natural Resources Sector	July, 2017	2020 GDS Index



Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
129=	GDS04-06	Strategy for a Digital Public Service	04. Department of Internal Affairs	Finance and Government Administration Sector	March, 2020	2020 GDS Index
129=	GDS24-02	International Air Transport Policy	24. Ministry of Transport	Economic Development and Infrastructure Sector	May, 2012	2023 GDS Index
131=	GDS02-11	Visitor Centre Strategy	02. Department of Conservation	Natural Resources Sector	February, 2020	2021 GDS Index
131=	GDS02-14	Te Kaweka Takohaka mō te Hoiho	02. Department of Conservation	Natural Resources Sector	August, 2020	2020 GDS Index
131=	GDS12-18	Te Kaweka Takohaka mō te Hoiho	12. Ministry for Primary Industries	Natural Resources Sector	August, 2020	2020 GDS Index
131=	GDS12-20	A Strategy for New Zealand Food Safety: Strategy refresh	12. Ministry for Primary Industries	Natural Resources Sector	August, 2022	2023 GDS Index
131=	GDS23-15	Rautaki Hangarau – Technology Strategy	23. Ministry of Social Development	Social Services and Community Sector	March, 2022	2023 GDS Index
136=	GDS09-03	Regulatory Stewardship Strategy	09. Land Information New Zealand	Natural Resources Sector	August, 2018	2020 GDS Index
136=	GDS12-08	Biosecurity 2025 Direction Statement	12. Ministry for Primary Industries	Natural Resources Sector	November, 2016	2018 GDS Index
136=	GDS13-02	Clean Healthy Air for all New Zealanders	13. Ministry for the Environment	Natural Resources Sector	August, 2011	2014 GDS Index
136=	GDS17-12	Hei Raukura mō te Mokopuna – A Te Reo Matatini and Pāngarau Strategy	17. Ministry of Education	Education and Workforce Sector	August, 2022	2023 GDS Index
136=	GDS19-14	Healthy Ageing Strategy	19. Ministry of Health	Health Sector	December, 2016	2023 GDS Index
136=	GDS19-17	Influenza Pandemic Plan: A framework for action	19. Ministry of Health	Health Sector	August, 2017	2020 GDS Index
136=	GDS30-02	Government Data Strategy and Roadmap 2021	30. Statistics New Zealand	Finance and Government Administration Sector	August, 2021	2021 GDS Index
143=	GDS13-04	Our Science Strategy – Rautaki Pūtaiao	13. Ministry for the Environment	Natural Resources Sector	May, 2018	2018 GDS Index
143=	GDS20-01	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	20. Ministry of Housing and Urban Development	Social Services and Community Sector	July, 2014	2015 GDS Index
143=	GDS25-01	Information Management Strategy	25. New Zealand Customs Service	External Sector	September, 2021	2021 GDS Index
146=	GDS02-12	National Plan of Action – Seabirds	02. Department of Conservation	Natural Resources Sector	May, 2020	2020 GDS Index
146=	GDS12-16	National Plan of Action – Seabirds	12. Ministry for Primary Industries	Natural Resources Sector	May, 2020	2020 GDS Index
146=	GDS15-16	Charging Our Future: National electric vehicle charging strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	October, 2023	2023 GDS Index
146=	GDS19-13	Disability Strategy 2016–2026	19. Ministry of Health	Health Sector	November, 2016	2018 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
146=	GDS24-13	Charging Our Future: National electric vehicle charging strategy	24. Ministry of Transport	Economic Development and Infrastructure Sector	October, 2023	2023 GDS Index
151=	GDS04-08	Regulatory Services Group Strategy	04. Department of Internal Affairs	Finance and Government Administration Sector	July, 2021	2021 GDS Index
151=	GDS19-12	Living Well with Diabetes	19. Ministry of Health	Health Sector	October, 2015	2018 GDS Index
151=	GDS19-19	Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy	19. Ministry of Health	Health Sector	March, 2018	2018 GDS Index
151=	GDS23-04	Family Violence Funding Approach	23. Ministry of Social Development	Social Services and Community Sector	July, 2019	2020 GDS Index
155=	GDS02-01	Karst Management Guidelines – Policies and Actions	02. Department of Conservation	Natural Resources Sector	May, 1999	2023 GDS Index
155=	GDS02-04	Mātauranga Whakauka Taiao – Environmental Education for Sustainability	02. Department of Conservation	Natural Resources Sector	July, 2017	2018 GDS Index
155=	GDS13-01	Urban Design Protocol	13. Ministry for the Environment	Natural Resources Sector	March, 2005	2018 GDS Index
155=	GDS13-03	Mātauranga Whakauka Taiao – Environmental Education for Sustainability	13. Ministry for the Environment	Natural Resources Sector	July, 2017	2018 GDS Index
155=	GDS15-02	Strategy to 2040: He kai kei aku ringa – The Crown-Māori Economic Growth Partnership	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	November, 2012	2014 GDS Index
155=	GDS19-09	Cancer Plan	19. Ministry of Health	Health Sector	December, 2014	2018 GDS Index
155=	GDS19-44	Strategic Framework for Managing COVID-19	19. Ministry of Health	Health Sector	September, 2023	2023 GDS Index
162	GDS24-04	Taking Flight: An Aviation System for the Automated Age [Drone Integration Paper]	24. Ministry of Transport	Economic Development and Infrastructure Sector	July, 2019	2020 GDS Index
163=	GDS12-21	National Inshore Finfish Fisheries Plan	12. Ministry for Primary Industries	Natural Resources Sector	October, 2022	2023 GDS Index
163=	GDS15-06	Health Research Strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	June, 2017	2021 GDS Index
163=	GDS15-11	Combatting Modern Forms of Slavery	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December, 2020	2021 GDS Index
163=	GDS23-08	Campaign for Action on Family Violence: Framework for change	23. Ministry of Social Development	Social Services and Community Sector	June, 2020	2021 GDS Index
163=	GDS23-11	Elder Abuse in Aotearoa	23. Ministry of Social Development	Social Services and Community Sector	July, 2020	2021 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
168	GDS04-03	Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko	04. Department of Internal Affairs	Finance and Government Administration Sector	March, 2019	2021 GDS Index
169	GDS19-08	He Korowai Oranga – Māori Health Strategy	19. Ministry of Health	Health Sector	June, 2014	2014 GDS Index
170=	GDS04-02	Archives 2057 Strategy	04. Department of Internal Affairs	Finance and Government Administration Sector	May, 2017	2018 GDS Index
170=	GDS19-24	Planned Care Strategic Approach	19. Ministry of Health	Health Sector	September, 2019	2021 GDS Index
170=	GDS23-12	Working Matters: An Action Plan to ensure disabled people and people with health conditions have an equal opportunity to access employment	23. Ministry of Social Development	Social Services and Community Sector	July, 2020	2020 GDS Index
173=	GDS04-09	Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism	04. Department of Internal Affairs	Finance and Government Administration Sector	July, 2022	2023 GDS Index
173=	GDS12-13	National Fisheries Plan for Highly Migratory Species	12. Ministry for Primary Industries	Natural Resources Sector	May, 2019	2023 GDS Index
173=	GDS17-05	Ka Hikitia - Ka Hāpaitia – The Māori Education Strategy	17. Ministry of Education	Education and Workforce Sector	July, 2020	2020 GDS Index
176	GDS12-02	Harvest Strategy Standard for New Zealand Fisheries	12. Ministry for Primary Industries	Natural Resources Sector	October, 2008	2014 GDS Index
177	GDS23-03	Te Pae Tata Māori Strategy and Action Plan	23. Ministry of Social Development	Social Services and Community Sector	June, 2019	2020 GDS Index
178=	GDS02-02	Subantarctic Islands Research Strategy	02. Department of Conservation	Natural Resources Sector	May, 2005	2014 GDS Index
178=	GDS15-01	Vision Mātauranga	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2007	2014 GDS Index
178=	GDS17-07	Statement of National Education and Learning Priorities	17. Ministry of Education	Education and Workforce Sector	November, 2020	2021 GDS Index
181=	GDS19-05	Ambulance Service Strategy	19. Ministry of Health	Health Sector	June, 2009	2014 GDS Index
181=	GDS19-10	Implementing Medicines New Zealand	19. Ministry of Health	Health Sector	June, 2015	2015 GDS Index
181=	GDS19-11	Cancer Health Information Strategy	19. Ministry of Health	Health Sector	July, 2015	2018 GDS Index
181=	GDS19-25	COVID-19 Health and Disability System Response Plan	19. Ministry of Health	Health Sector	April, 2020	2020 GDS Index
181=	GDS27-01	Future Direction Action Plan	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	September, 2021	2021 GDS Index
186=	GDS17-08	Tertiary Education Strategy	17. Ministry of Education	Education and Workforce Sector	November, 2020	2021 GDS Index
186=	GDS19-02	Sexual and Reproductive Health Strategy – Phase One	19. Ministry of Health	Health Sector	October, 2001	2014 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
189=	GDS12-04	Animal Welfare Matters	12. Ministry for Primary Industries	Natural Resources Sector	May, 2013	2018 GDS Index
189=	GDS15-09	Technical Barriers to Trade (TBT) Strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	NK, 2019	2020 GDS Index
189=	GDS19-22	National Syphilis Action Plan	19. Ministry of Health	Health Sector	June, 2019	2020 GDS Index
189=	GDS24-12	Search and Rescue Strategic Plan	24. Ministry of Transport	Economic Development and Infrastructure Sector	NK	2023 GDS Index
188	GDS23-05	Pacific Prosperity: Our People, Our Solutions, Our Future	23. Ministry of Social Development	Social Services and Community Sector	October, 2019	2020 GDS Index
189=	GDS24-03	Framework for Shaping our Transport System	24. Ministry of Transport	Economic Development and Infrastructure Sector	June, 2018	2018 GDS Index
194	GDS09-02	Positioning Strategy	09. Land Information New Zealand	Natural Resources Sector	May, 2014	2018 GDS Index
195	GDS12-11	National Blue Cod Strategy	12. Ministry for Primary Industries	Natural Resources Sector	December, 2018	2018 GDS Index
196=	GDS15-13	Employment Strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	November, 2022	2023 GDS Index
196=	GDS23-07	Disability Action Plan 2019-2023	23. Ministry of Social Development	Social Services and Community Sector	November, 2019	2020 GDS Index
199=	GDS19-18	Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan	19. Ministry of Health	Health Sector	March, 2018	2018 GDS Index
199=	GDS20-03	Public Housing Plan 2021-2024	20. Ministry of Housing and Urban Development	Social Services and Community Sector	January, 2021	2021 GDS Index
198	GDS19-04	Medicines New Zealand	19. Ministry of Health	Health Sector	December, 2007	2014 GDS Index
199=	GDS27-05	The Oranga Tamariki Disability Vision and Strategy	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	December, 2023	2023 GDS Index
202	GDS24-05	Hei Arataki – Ministry of Transport Māori Strategy	24. Ministry of Transport	Economic Development and Infrastructure Sector	September, 2019	2021 GDS Index
203=	GDS15-12	Building for the Future: Building System Regulatory Strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December, 2020	2020 GDS Index
203=	GDS17-06	Tau Mai te Reo – The Māori language in education strategy	17. Ministry of Education	Education and Workforce Sector	July, 2020	2020 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
203=	GDS24-01	National Airspace Policy of New Zealand	24. Ministry of Transport	Economic Development and Infrastructure Sector	April, 2012	2014 GDS Index
206=	GDS18-03	Gender Action Plan	18. Ministry of Foreign Affairs and Trade	External Sector	January, 2021	2021 GDS Index
206=	GDS18-04	Child & Youth Well-Being Strategic Action Plan	18. Ministry of Foreign Affairs and Trade	External Sector	May, 2021	2021 GDS Index
206=	GDS18-05	Human Rights Strategic Action Plan for International Development Cooperation	18. Ministry of Foreign Affairs and Trade	External Sector	October, 2021	2021 GDS Index
209	GDS04-05	Anti-Money Laundering and Countering Financing of Terrorism Group Framework	04. Department of Internal Affairs	Finance and Government Administration Sector	February, 2020	2023 GDS Index
210=	GDS19-28	Kaiāwhina Workforce Action Plan	19. Ministry of Health	Health Sector	November, 2020	2020 GDS Index
210=	GDS28-01	Kia Toipoto – Public Service Action Plan	28. Public Service Commission	Finance and Government Administration Sector	November, 2021	2021 GDS Index
212	GDS04-01	Te Huri Mōhioitanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	04. Department of Internal Affairs	Finance and Government Administration Sector	December, 2016	2018 GDS Index
213	GDS09-04	New Zealand Geographic Board Strategy	09. Land Information New Zealand	Natural Resources Sector	April, 2020	2023 GDS Index
214=	GDS02-06	National Compliance Strategy	02. Department of Conservation	Natural Resources Sector	August, 2017	2018 GDS Index
214=	GDS06-01	Pacific Strategy: Driving success for Pacific learners	06. Education Review Office	Education and Workforce Sector	April, 2019	2020 GDS Index
214=	GDS15-07	Health and Safety at Work Strategy	15. Ministry of Business, Innovation and Employment	Education and Workforce Sector	December, 2018	2018 GDS Index
217	GDS17-02	International Student Wellbeing Strategy	17. Ministry of Education	Education and Workforce Sector	June, 2017	2018 GDS Index
218	GDS15-03	Refugee Settlement: Resettlement Strategy	15. Ministry of Business, Innovation and Employment	Education and Workforce Sector	December, 2012	2014 GDS Index
219=	GDS02-16	Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-year research strategy	02. Department of Conservation	Natural Resources Sector	November, 2020	2020 GDS Index
219=	GDS12-12	National Fisheries Plan for Deepwater and Middle-depth Fisheries	12. Ministry for Primary Industries	Natural Resources Sector	May, 2019	2023 GDS Index
219=	GDS18-02	India – New Zealand 2025: Investing in the Relationship	18. Ministry of Foreign Affairs and Trade	External Sector	February, 2020	2020 GDS Index
219=	GDS19-21	National Poliomyelitis Response Plan for New Zealand	19. Ministry of Health	Health Sector	February, 2019	2020 GDS Index

Rank out of 230 GDSs	GDS Number	Government Department Strategy (GDS)	Department	Sector	Publication date	Index when GDS added
223	GDS18-01	International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]	18. Ministry of Foreign Affairs and Trade	External Sector	November, 2019	2020 GDS Index
224	GDS12-03	Research and Science Information Standard for New Zealand Fisheries	12. Ministry for Primary Industries	Natural Resources Sector	May, 2011	2018 GDS Index
225=	GDS02-09	National RMA and EEZA [Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012] Advocacy Strategy	02. Department of Conservation	Natural Resources Sector	June, 2019	2023 GDS Index
225=	GDS15-08	Conformance System Strategy	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2019	2020 GDS Index
227	GDS04-07	Charities Services Research Strategy	04. Department of Internal Affairs	Finance and Government Administration Sector	March, 2021	2021 GDS Index
228	GDS08-01	Our Strategy: Improving oranga for current and future generations	08. Inland Revenue Department	Finance and Government Administration Sector	NK, 2023	2023 GDS Index
229	GDS19-07	Care Closer to Home	19. Ministry of Health	Health Sector	February, 2014	2014 GDS Index
230	GDS04-04	Office of Ethnic Communities – Strategic Framework	04. Department of Internal Affairs	Finance and Government Administration Sector	January, 2020	2020 GDS Index

## List B: GDSs archived between October 1994 and 31 December 2023

Row	Department (number & name) that archived the GDS	GDS title	Publication date
<b>2014 GDS Index archived as at 30 June 2014</b>			
1	Department of Conservation	Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions	NK, 2001
2	Department of Conservation	Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond	NK, 2002
3	Department of Conservation	Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond	NK, 2003
4	Department of Conservation	National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries (jointly held between MPI and DoC)	April, 2004
5	Department of Conservation	Marine Mammal Action Plan for 2005-2010	December, 2004
6	Department of Corrections	Pacific Strategy 2002-2005	NK, 2002
7	Department of Corrections	Strategy to Reduce Drug and Alcohol Use by Offenders 2005-2008	NK, 2004
8	Department of Corrections	Te Reo Strategy 2004-2008	NK, 2004
9	Department of Corrections	Pacific Strategy 2005-2008	NK, 2005
10	Department of Corrections	Justice Sector Information Strategy 2006-2011 (jointly held between MoJ and Corrections)	July, 2006
11	Department of Corrections	Prisoner Employment Strategy 2006-2009	NK, 2006
12	Department of Corrections	Māori Strategic Plan 2008-2013	June (approx), 2008
13	Department of Corrections	Pacific Strategy 2008-2013	June (approx), 2008
14	Department of Corrections	Prisoner Skills & Employment Strategy 2009-2012	NK, 2009
15	Department of Internal Affairs	National Civil Defence Emergency Management Strategy - 2003-2006	March, 2004
16	Department of the Prime Minister and Cabinet	Crime Prevention Strategy 1994	October, 1994
17	Department of the Prime Minister and Cabinet	Growing an Innovative New Zealand	February, 2002
18	Department of the Prime Minister and Cabinet	Sustainable Development For New Zealand: Programme of Action	January, 2003
19	Land Information New Zealand	Geodetic Strategy 2003-2008	April, 2003
20	Land Information New Zealand	Ross Sea Region: Strategy 2003-2012	May, 2003
21	Land Information New Zealand	Topographic Information Strategy 2005-2010	June, 2005
22	Land Information New Zealand	Future-proofing Core Survey and Title Paper Records: Strategy Paper for the Minister for Land Information	October, 2007
23	Land Information New Zealand	Biosecurity Strategy 2010-2013	July, 2010
24	Ministry for Culture and Heritage	Building a Strong and Sustainable Public Broadcasting Environment for New Zealand: A Programme of Action	NK, 2005
25	Ministry for Culture and Heritage	Digital Television Strategy	November, 2006
26	Ministry for Pacific Peoples	Ala Fou - New Pathways: Strategic Directions for Pacific Youth in New Zealand	NK, 2003
27	Ministry for Pacific Peoples	Pacific Economic Action Plan and Pacific Women's Economic Development Plan	NK, 2005
28	Ministry for Pacific Peoples	Pathways to Leadership: Goal 2010: A Report on Pacific Leadership in the Public Service	NK, 2006

Row	Department (number & name) that archived the GDS	GDS title	Publication date
29	Ministry for Pacific Peoples	Auckland Pacific Strategy: Successful Pacific Peoples 2009–2014	NK, 2009
30	Ministry for Pacific Peoples	Career Futures for Pacific Peoples: A Report on Future Labour Market Opportunities and Education Pathways for Pacific Peoples	October, 2010
31	Ministry for Primary Industries [previously MAF]	A Standard Setting Strategy for the Protection of New Zealand's Forests and Trade in Their Products	NK, 1998
32	Ministry for Primary Industries [previously MAF]	Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry (jointly held between MfE and MPI)	May, 2003
33	Ministry for Primary Industries [previously MAF]	Tiakina Aotearoa, Protect New Zealand: The Biosecurity Strategy for New Zealand	August, 2003
34	Ministry for Primary Industries [previously MAF]	A Pastoral Greenhouse Gas Research Strategy	October, 2003
35	Ministry for Primary Industries [previously MAF]	National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries (jointly held between MPI and DoC)	April, 2004
36	Ministry for Primary Industries [previously MAF]	Strategy for Managing the Environmental Effects of Fishing	June, 2005
37	Ministry for Primary Industries [previously MAF]	Campylobacter in Poultry – Risk Management Strategy 2006–2009	November, 2006
38	Ministry for Primary Industries [previously MAF]	Food Safety Authority Strategy for Involving Māori in Food Safety and Consumer Protection Issues	April, 2007
39	Ministry for Primary Industries [previously MAF]	Listeria Monocytogenes Risk Management Strategy 2008–2013	July, 2008
40	Ministry for Primary Industries [previously MAF]	National Plan of Action for the Conservation and Management of Sharks	October, 2008
41	Ministry for Primary Industries [previously MAF]	Campylobacter Risk Management Strategy 2008–2011	December, 2008
42	Ministry for Primary Industries [previously MAF]	Salmonella Risk Management Strategy 2009–2012	March, 2009
43	Ministry for Primary Industries [previously MAF]	Strategic Objectives in Codex 2010–2013	NK, 2010
44	Ministry for the Environment	Environment 2010 Strategy: A Statement of the Government's Strategy on the Environment	September, 1995
45	Ministry for the Environment	Sustainable Land Management: A Strategy for New Zealand	June, 1996
46	Ministry for the Environment	Learning to Care for Our Environment: Me Ako ki te Tiaki Taiao: A National Strategy for Environmental Education	June, 1998
47	Ministry for the Environment	National Energy Efficiency and Conservation Strategy: Towards a Sustainable Energy Future	September, 2001
48	Ministry for the Environment	Waste Strategy 2002	March, 2002
49	Ministry for the Environment	Climate Change Research Strategy	NK, 2002
50	Ministry for the Environment	Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry (jointly held between MfE and MPI)	May, 2003
51	Ministry for the Environment	Strategy for Improving the Workability of Hazardous Substances Provisions of the Hazardous Substances and New Organisms Act	June, 2003
52	Ministry for the Environment	The Water Programme of Action	November, 2003
53	Ministry for the Environment	Climate Change Solutions: Whole of Government Climate Change Work Programmes	June, 2006



Row	Department (number & name) that archived the GDS	GDS title	Publication date
54	Ministry for Women	Action Plan for New Zealand Women	March, 2004
55	Ministry of Business, Innovation and Employment	The Government's Strategy for Research, Science and Technology in New Zealand to the Year 2010	August, 1996
56	Ministry of Business, Innovation and Employment	A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002 (jointly held between MBIE and TPK)	NK, 1999
57	Ministry of Business, Innovation and Employment	Industry Development Strategy	May, 2000
58	Ministry of Business, Innovation and Employment	Regional Development Strategy	June, 2000
59	Ministry of Business, Innovation and Employment	E-Commerce: Building the Strategy for New Zealand	November, 2001
60	Ministry of Business, Innovation and Employment	Tourism Strategy 2010	NK, 2001
61	Ministry of Business, Innovation and Employment	Connecting Communities: A Strategy for Government Support of Community Access to Information and Communications Technology	June, 2002
62	Ministry of Business, Innovation and Employment	Biotechnology Strategy: A Foundation for Development With Care	May, 2003
63	Ministry of Business, Innovation and Employment	A Future Together: The New Zealand Settlement Strategy in Outline	NK, 2003
64	Ministry of Business, Innovation and Employment	The Digital Strategy: Creating Our Digital Future	May, 2005
65	Ministry of Business, Innovation and Employment	Labour Market & Employment Strategy: Better Work, Working Better	June, 2005
66	Ministry of Business, Innovation and Employment	Roadmaps for Science: Energy Research	December, 2006
67	Ministry of Business, Innovation and Employment	Roadmaps for Science: Nanoscience + Nanotechnologies	December, 2006
68	Ministry of Business, Innovation and Employment	Roadmaps for Science: Biotechnology Research	March, 2007
69	Ministry of Business, Innovation and Employment	Tourism Strategy 2015	NK, 2007
70	Ministry of Defence	Defence Long-term Development Plan	June, 2002
71	Ministry of Defence	The Defence Sustainability Initiative: Building a Long-term Future for the New Zealand Defence Force	May, 2005
72	Ministry of Defence	Defence Long-term Development Plan 2006 Update	October, 2006
73	Ministry of Education	Ko e Ako 'a e Kakai Pasifika: Pacific Islands Peoples' Education in Aotearoa, New Zealand Towards the Twenty-first Century: A Plan to Promote Pacific Islands Peoples' Success in New Zealand Education	December, 1996
74	Ministry of Education	More Than Words: The New Zealand Adult Literacy Strategy, Kei tua atu i te kupu: Te mahere rautaki whiringa ako o Aotearoa	May, 2001
75	Ministry of Education	Pasifika Education Plan 2001–2005	NK, 2001
76	Ministry of Education	Pathways to the Future: Ngā Huarahi Arataki: A 10-year Strategic Plan for Early Childhood Education 2002–2012	September, 2002
77	Ministry of Education	Tertiary Education Strategy 2002–2007	NK, 2002
78	Ministry of Education	The Adult ESOL Strategy	May, 2003
79	Ministry of Education	Making a Bigger Difference for All Students, Hangaia he huarahi hei whakarewa aka I ngā tauria katoa: Schooling Strategy 2005–2010	June, 2005

Row	Department (number & name) that archived the GDS	GDS title	Publication date
80	Ministry of Education	Māori Education Strategy	NK, 2005
81	Ministry of Education	Pasifika Education Plan 2006–2010	June, 2006
82	Ministry of Education	Tertiary Education Strategy 2007–12: Incorporating Statement of Tertiary Education Priorities 2008–10	December, 2006
83	Ministry of Education	Better Outcomes for Children: An Action Plan for GSE 2006–2011	NK, 2006
84	Ministry of Education	Enabling the 21st Century Learner: An e-Learning Action Plan for Schools 2006–2010	NK, 2006
85	Ministry of Education	The Arts Strategy 2006–2008	NK, 2006
86	Ministry of Education	International Education Agenda: A Strategy for 2007–2012	August, 2007
87	Ministry of Education	Pasifika Education Plan 2008–2012	NK, 2008
88	Ministry of Education	ICT Strategic Framework for Education 2008–2012	NK, 2008
89	Ministry of Education	Ka Hikitia: Managing for Success: Māori Education Strategy 2008–2012, Updated 2009	NK, 2008
90	Ministry of Education	Pasifika Education Plan 2009–2012	NK, 2009
91	Ministry of Education	Tertiary Education Strategy 2010–15	January, 2010
92	Ministry of Education	Education Agencies' ICT Investment Framework: Strategy 2011–2014	NK, 2011
93	Ministry of Foreign Affairs and Trade	Strategic Policy Framework for Relations Between NZAID and New Zealand NGOs	August, 2000
94	Ministry of Foreign Affairs and Trade	Policy Statement: Towards a Safe and Just World Free of Poverty	July, 2002
95	Ministry of Foreign Affairs and Trade	NZAID Human Rights Policy: Implementation Plan of Action 2004 –09	NK, 2004
96	Ministry of Foreign Affairs and Trade	Preventing Conflict and Building Peace	February, 2005
97	Ministry of Foreign Affairs and Trade	Pacific Fisheries Strategy 2006–2010	October, 2006
98	Ministry of Foreign Affairs and Trade	Pacific Strategy 2007–2015: Te Ara Tupu – The Pathway of Growth: Tackling Poverty in Our Region	NK, 2007
99	Ministry of Health	Te Ara Tohu: Strategic Management Plan for Māori Health 1994–1999	NK, 1995
100	Ministry of Health	Moving Forward: The National Mental Health Plan for More and Better Services	July, 1997
101	Ministry of Health	In Our Hands: New Zealand Youth Suicide Prevention Strategy (jointly held between TPK and MoH)	March, 1998
102	Ministry of Health	Kia piki te ora o te taitamariki: Strengthening Youth Wellbeing: New Zealand Youth Suicide Prevention Strategy (jointly held between TPK and MoH)	March, 1998
103	Ministry of Health	Child Health Strategy	June, 1998
104	Ministry of Health	National Drug Policy 1998–2003	June, 1998
105	Ministry of Health	National Alcohol Strategy 2000–2003	March, 2001
106	Ministry of Health	Pacific Health and Disability Action Plan	February, 2002
107	Ministry of Health	Te Puāwaitanga: Māori Mental Health National Strategic Framework	April, 2002
108	Ministry of Health	He Korowai Oranga: Māori Health Strategy	November, 2002
109	Ministry of Health	Building on Strengths: A New Approach to Promoting Mental Health in New Zealand/Aotearoa	December, 2002

Row	Department (number & name) that archived the GDS	GDS title	Publication date
110	Ministry of Health	Child Health Information Strategy	April, 2003
111	Ministry of Health	Clinical Training Agency Strategic Intentions 2004–2013	January, 2004
112	Ministry of Health	Clearing the Smoke: A Five-year Plan for Tobacco Control in New Zealand (2004–2009)	September, 2004
113	Ministry of Health	Preventing and Minimising Gambling Harm: Strategic Plan 2004–2010	March, 2005
114	Ministry of Health	National Mental Health Information Strategy	June, 2005
115	Ministry of Health	Te Tāhuhu: Improving Mental Health 2005–2015: The Second New Zealand Mental Health and Addiction Plan	June, 2005
116	Ministry of Health	Health Information Strategy for New Zealand 2005	August, 2005
117	Ministry of Health	Pacific Provider Development Fund Purchasing Strategy 2005/06 to 2007/08	October, 2005
118	Ministry of Health	Problem Gambling Research Programme 2005–2010	NK, 2005
119	Ministry of Health	Te Puāwaihero: The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015	July, 2008
120	Ministry of Health	National Strategic Plan of Action for Breastfeeding 2008–2012	March, 2009
121	Ministry of Health	Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2010–2014	January, 2010
122	Ministry of Health	National Health IT Plan: Enabling an Integrated Healthcare Model	September, 2010
123	Ministry of Justice	Justice Sector Information Strategy 1996	August, 1996
124	Ministry of Justice	Youth Offending Strategy: Preventing and Reducing Offending and Re-offending by Children and Young People: Te Haonga (jointly held between MoJ and MSD)	April, 2002
125	Ministry of Justice	Crime Reduction Strategy 2002	NK, 2002
126	Ministry of Justice	Te Ara Hei Mua, The Pathway Forward 2003–2006	June, 2003
127	Ministry of Justice	Safer Communities: Action Plan to Reduce Community Violence & Sexual Violence	June, 2004
128	Ministry of Justice	Justice Sector Information Strategy 2006–2011 (jointly held between MoJ and Corrections)	July, 2006
129	Ministry of Justice	Organised Crime Strategy: Developing a Whole of Government Approach to Combat Organised Crime	March, 2008
130	Ministry of Justice	STOP Strategy: A Strategy for Change 2008–2011	September, 2008
131	Ministry of Māori Development—Te Puni Kōkiri	In Our Hands: New Zealand Youth Suicide Prevention Strategy (jointly held between TPK and MoH)	March, 1998
132	Ministry of Māori Development—Te Puni Kōkiri	Kia piki te ora o te taitamariki: Strengthening Youth Wellbeing: New Zealand Youth Suicide Prevention Strategy (jointly held between TPK and MoH)	March, 1998
133	Ministry of Māori Development—Te Puni Kōkiri	A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002 (jointly held between MBIE and TPK)	NK, 1999
134	Ministry of Māori Development—Te Puni Kōkiri	Te Rautaki Reo Māori, The Māori Language Strategy 2014	June, 2003
135	Ministry of Social Development	Te Punga: Our Bicultural Strategy for the Nineties	Late, 1994
136	Ministry of Social Development	Opportunity, Capacity, Participation: Government Employment Strategy 2000	September, 2000
137	Ministry of Social Development	Pathways to Opportunity: Ngā ara whai oranga: From Social Welfare to Social Development	June, 2001
138	Ministry of Social Development	Te Rito: New Zealand Family Violence Prevention Strategy	February, 2002

Row	Department (number & name) that archived the GDS	GDS title	Publication date
139	Ministry of Social Development	Youth Offending Strategy: Preventing and Reducing Offending and Re-offending by Children and Young People: Te Haonga (jointly held between MoJ and MSD)	April, 2002
140	Ministry of Social Development	New Zealand's Agenda for Children: Making Life Better for Children	June, 2002
141	Ministry of Social Development	Pacific Strategy 2002	NK, 2002
142	Ministry of Social Development	Care and Protection Blueprint 2003	NK, 2003
143	Ministry of Social Development	Pacific Youth Development Strategy: Deliver Positive Life-change and Affirmation for All Pacific Youth in Auckland	June, 2005
144	Ministry of Social Development	Pate, Lali, Nafa: Strategy for Pacific Islands Employment and Service Delivery	NK, 2006
145	Ministry of Social Development	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand Carers' Strategy and Five-year Action Plan 2008	April, 2008
146	Ministry of Transport	Transport Strategy 2002	December, 2002
147	Ministry of Transport	Road Safety to 2010	October, 2003
148	Ministry of Transport	Getting There – On Foot, by Cycle: A Strategy to Advance Walking and Cycling in New Zealand Transport	February, 2005
149	Ministry of Transport	National Rail Strategy to 2015	May, 2005
150	Ministry of Transport	Transport Research Strategy 2007	May, 2007
151	Ministry of Transport	Driver Fatigue Strategy: An Inter-agency Strategy to Combat Driver Fatigue	December, 2007
152	Ministry of Transport	Sea Change: Transforming Coastal Shipping in New Zealand: A Strategy for Domestic Sea Freight: May 2008	May, 2008
153	Ministry of Transport	Government Policy Statement on Land Transport Funding 2009/10–2018/19	August, 2008
154	Ministry of Transport	Transport Strategy 2008	NK, 2008
155	Ministry of Transport	Safer Journeys Action Plan 2011–2012	May, 2011
156	New Zealand Customs Service	International Strategy 2002–2004	March, 2002
157	Public Service Commission	Enabling Transformation: A Strategy for e-Government 2006	November, 2006
158	Statistics New Zealand	Strategic Directions: 2002 and Beyond	April, 2002
159	The Treasury	Strategic Plan 1999–2004	March, 1999
160	The Treasury	Strategic Direction Summary 2004	NK, 2004
161	The Treasury	Long-term Fiscal Position	June, 2006
162	The Treasury	Stepping Up	November, 2006
<b>2015 GDS Index archived 30 June 2015</b>			
163	Department of Corrections	Drug and Alcohol Strategy 2009–2014	July (approx), 2009
164	Department of Internal Affairs	New Generation National Library: Strategic Directions to 2017	NK, 2007
165	Land Information New Zealand	Geodetic Physical Infrastructure Strategy	September, 2012
166	Land Information New Zealand	Power of 'Where' Drives New Zealand's Success	November, 2013
167	Ministry for Culture and Heritage	New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015	September, 2008
168	Ministry for Primary Industries	Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of Action: A Partnership Approach	September, 2007
169	Ministry for the Environment	Packaging Accord 2004	July, 2004

Row	Department (number & name) that archived the GDS	GDS title	Publication date
170	Ministry for the Environment	Meeting the Challenges of Future Flooding in New Zealand	August, 2008
171	Ministry of Business, Innovation and Employment	Energy Strategy to 2050: Powering Our Future: Towards a Sustainable Low Emissions Energy System	October, 2007
172	Ministry of Business, Innovation and Employment	Our Future Together: New Zealand Settlement Strategy	NK, 2007
173	Ministry of Defence	Defence Capability Plan 2011	September, 2011
174	Ministry of Health	Disability Support Services Strategic Plan 2010 to 2014: Towards a More Flexible Disability Support System: Nothing for Us Without Us	March, 2012
175	Ministry of Social Development	Strengthening Families for Well-being: From Welfare to Well-being, mai i te toko i te ora ki te oranga: 5th Edition 1998	NK, 1998
176	The Treasury	National Infrastructure Plan	July, 2011
<b>2018 GDS Index archived 31 December 2018</b>			
177	Canterbury Earthquake Recovery Authority Note: No longer in existence	Recovery Strategy for Greater Christchurch, Mahere Haumanutanga o Waitaha	May, 2012
178	Canterbury Earthquake Recovery Authority Note: No longer in existence	Community in Mind, Hei Puāwai Waitaha – a flourishing Waitaha: Strategy for rebuilding health and wellbeing in greater Christchurch	June, 2014
179	Department of Conservation	Marine Protected Areas: Policy and Implementation Plan (jointly held with MPI and DoC)	December, 2005
180	Department of Conservation	Sea Lion Species Management Plan: 2009-2014	July, 2009
181	Department of Conservation	Rena: Long-term Environmental Recovery Plan (jointly held between DoC, MfE, MPI and MoT)	December, 2011
182	Department of Conservation	Science Counts! The Department of Conservation's Strategic Science and Research Priorities 2011-2016	June, 2011
183	Department of Corrections	Creating Lasting Change: Strategy 2011-2015	NK, 2011
184	Department of Corrections	Youth Strategy – Reducing Re-offending by Young People	November, 2013
185	Department of Corrections	RR25%: Reducing Re-offending Strategy 2014-2017	November, 2014
186	Department of Internal Affairs	Government ICT Strategy and Action Plan to 2017	June, 2013
187	Department of Internal Affairs	Result 10 Blueprint: A Strategy for Digital Public Services	June, 2014
188	Department of Internal Affairs	Government ICT Strategy 2015	October, 2015
189	Department of Internal Affairs	A Dynamic, Integrated Programme of Work to Deliver the Government ICT Strategy	June, 2016
190	Department of the Prime Minister and Cabinet	Tackling Methamphetamine: An Action Plan	October, 2009
191	Department of the Prime Minister and Cabinet	Cyber Security Strategy 2011	June, 2011
192	Department of the Prime Minister and Cabinet	Measures to Improve Youth Mental Health	June, 2012
193	Land Information New Zealand	Geospatial Strategy 2007	January, 2007
194	Land Information New Zealand	He Whāriki Maurua: Business with Māori Strategy 2013-2016	June, 2013
195	Land Information New Zealand	Strategic Plan 2015	December, 2015
196	Ministry for Primary Industries	Marine Protected Areas: Policy and Implementation Plan (jointly held with MPI and DoC)	December, 2005

Row	Department (number & name) that archived the GDS	GDS title	Publication date
197	Ministry for Primary Industries	Fisheries 2030: New Zealanders Maximising Benefits From the Use of Fisheries Within Environmental Limits	September, 2009
198	Ministry for Primary Industries	National Fisheries Plan for Deepwater and Middle-depth Fisheries	NK, 2010
199	Ministry for Primary Industries	National Fisheries Plan for Highly Migratory Species (HMS) 2010–2015	NK, 2010
200	Ministry for Primary Industries	Pest Management National Plan of Action	February, 2011
201	Ministry for Primary Industries	Draft National Fisheries Plan for Freshwater	July, 2011
202	Ministry for Primary Industries	Draft National Fisheries Plan for Inshore Finfish	July, 2011
203	Ministry for Primary Industries	Draft National Fisheries Plan for Inshore Shellfish	July, 2011
204	Ministry for Primary Industries	Our Strategy 2030: Growing and Protecting New Zealand	July, 2011
205	Ministry for Primary Industries	Rena: Long-term Environmental Recovery Plan (jointly held between DoC, MfE, MPI and MoT)	December, 2011
206	Ministry for Primary Industries	Future Directions for the Border Sector	February, 2012
207	Ministry for Primary Industries	Freshwater Reform: 2013 and Beyond (jointly held between MfE and MPI)	March, 2013
208	Ministry for Primary Industries	National Plan of Action – 2013: To Reduce the Incidental Catch of Seabirds in New Zealand Fisheries	April, 2013
209	Ministry for Primary Industries	Campylobacter Risk Management Strategy	July, 2013
210	Ministry for Primary Industries	Listeria Risk Management Strategy	July, 2013
211	Ministry for Primary Industries	Salmonella Risk Management Strategy	July, 2013
212	Ministry for Primary Industries	National Plan of Action for the Conservation and Management of Sharks 2013	January, 2014
213	Ministry for the Environment	Water Research Strategy	December, 2009
214	Ministry for the Environment	Rena: Long-term Environmental Recovery Plan (jointly held between DoC, MfE, MPI and MoT)	December, 2011
215	Ministry for the Environment	Freshwater Reform: 2013 and Beyond (jointly held between MfE and MPI)	March, 2013
216	Ministry for the Environment	Framework for Environmental Reporting in New Zealand	February, 2014
217	Ministry of Business, Innovation and Employment	Workplace Health and Safety Strategy for New Zealand to 2015, Ruataki mō te Haumarua me te Hauora o te Wāhi Mahi mō Aotearoa ki te 2015	June, 2005
218	Ministry of Business, Innovation and Employment	Migrant Settlement and Integration Strategy	March, 2014
219	Ministry of Business, Innovation and Employment	Tertiary Education Strategy 2014 (was jointly held between MBIE and MoE but then became solely MoE)	March, 2014
220	Ministry of Business, Innovation and Employment	Better Public Services Result 9: Improving Business' Interactions with Government	July, 2014
221	Ministry of Business, Innovation and Employment	Business Growth Agenda: Future Direction 2014	NK, 2014
222	Ministry of Business, Innovation and Employment	Business Growth Agenda: Towards 2025	September, 2015
223	Ministry of Defence	Defence White Paper 2010	November, 2010
224	Ministry of Education	Success for All: Every School, Every Child: Building an Inclusive Education System	NK, 2010
225	Ministry of Education	Leadership Statement for International Education	September, 2011

Row	Department (number & name) that archived the GDS	GDS title	Publication date
226	Ministry of Education	School Property Strategy 2011–2021 [jointly held between MoE and MBIE]	NK, 2011
227	Ministry of Foreign Affairs and Trade	Latin America: A Revised Approach	May, 2010
228	Ministry of Foreign Affairs and Trade	Opening Doors to India: New Zealand's 2015 Vision	October, 2011
229	Ministry of Foreign Affairs and Trade	International Development Group Strategic Plan 2012–2015: Development that Delivers	September, 2012
230	Ministry of Foreign Affairs and Trade	Opening Doors to the Gulf Region: The New Zealand Inc Strategy	July, 2013
231	Ministry of Foreign Affairs and Trade	New Zealand Aid Programme Strategic Plan 2015–19	September, 2015
232	Ministry of Foreign Affairs and Trade	New Zealand Aid Programme Investment Priorities 2015–19	February, 2016
233	Ministry of Health	Health Strategy 2000	December, 2000
234	Ministry of Health	Disability Strategy 2001	April, 2001
235	Ministry of Health	National Drug Policy 2007–2012	NK, 2007
236	Ministry of Health	National Health Emergency Plan 2008	December, 2008
237	Ministry of Health	Actioning Medicines New Zealand 2010	April, 2010
238	Ministry of Health	Preventing and Minimising Gambling Harm [Six-year strategic plan]	May, 2010
239	Ministry of Health	National Screening Unit Strategic Plan 2010–2015	June, 2010
240	Ministry of Health	Better, Sooner, More Convenient Health Care in the Community	June, 2011
241	Ministry of Health	National Health Emergency Plan: Mass Casualty Action Plan	September, 2011
242	Ministry of Health	Preventing and Minimising Gambling Harm [Three-year service plan and levy rates]	May, 2013
243	Ministry of Health	National Health Emergency Plan: H5N1 Pre-Pandemic Vaccine Usage Policy (Revised 2013)	December, 2013
244	Ministry of Health	National Health Emergency Plan: National Reserve Supplies Management and Usage Policies, 3rd Edition	December, 2013
245	Ministry of Health	Faiva Ora National Pasifika Disability Plan	January, 2014
246	Ministry of Justice	Strengthening New Zealand's Resistance to Organised Crime: An all-of-government response 2011	August, 2011
247	Ministry of Justice	Delivering Better Public Services: Reducing Crime and Re-offending Result Action Plan	July, 2012
248	Ministry of Social Development	Pathways to Inclusion: Ngā ara whakauru ki te iwi whānui: Improving Vocational Services for People with Disabilities	September, 2001
249	Ministry of Social Development	Delivering Better Public Services: Reducing Long-term Welfare Dependence: Result Action Plan	August, 2012
250	Ministry of Social Development	Community Investment Strategy	June, 2015
251	Ministry of Transport	Government Policy Statement on Land Transport Funding 2012/13–2021/22	July, 2011
252	Ministry of Transport	Connecting New Zealand: A Summary of the Government's Policy Direction for Transport	August, 2011
253	Ministry of Transport	Rena: Long-term Environmental Recovery Plan (jointly held between DoC, MfE, MPI and MoT)	December, 2011

Row	Department (number & name) that archived the GDS	GDS title	Publication date
254	Ministry of Transport	Safer Journeys Action Plan 2013–2015	March, 2013
255	Ministry of Transport	Government Policy Statement on Land Transport 2015/16 - 2024-25	December, 2014
256	New Zealand Customs Service	Towards Customs 2020	September, 2013
257	New Zealand Customs Service	Customs IS Strategy 2014–2017	December, 2014
258	Oranga Tamariki - Ministry for Children	Delivering Better Public Services: Supporting Vulnerable Children: Result Action Plan	August, 2012
259	Public Service Commission	Direction and Priorities for System Stewardship	May, 2016
260	Statistics New Zealand	Strategic Plan 2010–20	September, 2010
261	The Treasury	Challenges and Choices: New Zealand's Long-term Fiscal Statement 2009	October, 2009
262	The Treasury	Affording Our Future: Statement on New Zealand's Long-term Fiscal Position	July, 2013
263	The Treasury	Investment Statement: Managing the Crown's Balance Sheet 2014	March, 2014
<b>2020 GDS Index archived 31 December 2020</b>			
264	Department of Conservation	Biodiversity Strategy (2000)	February, 2000
265	Department of Corrections	Reducing Re-offending Among Māori	March, 2017
266	Department of the Prime Minister and Cabinet	Cyber Security Strategy 2015	December, 2015
267	Education Review Office	Pacific Strategy 2013-2017	January, 2013
268	Ministry for Culture and Heritage	Cultural Sector Strategic Framework 2014-2018	August, 2014
269	Ministry for Primary Industries	Campylobacter Risk Management Strategy 2017-2020	May, 2017
270	Ministry for Primary Industries	Growing and Protecting New Zealand	July, 2017
271	Ministry of Business, Innovation and Employment	Tourism Strategy 2016	August, 2016
272	Ministry of Defence	Defence Capability Plan 2014	June, 2014
273	Ministry of Education	Pasifika Education Plan	November, 2012
274	Ministry of Education	Tau Mai Te Reo – The Māori Language in Education Strategy 2013-2017	June, 2013
275	Ministry of Education	Ka Hikitia – Accelerating Success: The Māori Education Strategy 2013-2017	July, 2013
276	Ministry of Education	Tertiary Education Strategy 2014-2019	March, 2014
277	Ministry of Foreign Affairs and Trade	International Development Policy Statement	March, 2011
278	Ministry of Health	National Drug Policy 2015-2020	August, 2015
279	Ministry of Health	Strategy to Prevent and Minimise Gambling Harm 2016/17-2018/19	May, 2016
280	Ministry of Māori Development—Te Puni Kōkiri	Te Rautaki Reo Māori – Māori Language Strategy 2014	July, 2014
281	Ministry of Social Development	Positive Ageing Strategy	April, 2001
282	Ministry of Social Development	Disability Action Plan 2014-2018	May, 2014
283	Ministry of Social Development	Youth Investment Strategy	September, 2017
284	Ministry of Transport	Safer Journeys: Road Safety Strategy 2010–2020	March, 2010
285	Ministry of Transport	Intelligent Transport Systems Technology Action Plan 2014-2018	May, 2014
286	Ministry of Transport	Safer Journeys: Action Plan 2016–2020	March, 2016



Row	Department (number & name) that archived the GDS	GDS title	Publication date
287	Ministry of Transport	Transport Research Strategy	July, 2016
288	New Zealand Customs Service	Customs 2020	September, 2015
<b>2021 GDS Index archived as at 31 December 2021</b>			
289	Department of Conservation	Hector's and Maui's Dolphin Threat Management Plan	August, 2007
290	Department of Conservation	Information Systems Strategic Plan	April, 2015
291	Department of Corrections	Our Drug and Alcohol Strategy Through to 2020	March, 2016
292	Department of Corrections	Health and Safety Strategy 2016-2020	May, 2016
293	Department of Corrections	Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou – Women's Strategy	June, 2017
294	Department of the Prime Minister and Cabinet	National Civil Defence Emergency Management Strategy	March, 2008
295	Government Communications Security Bureau	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	April, 2018
296	Land Information New Zealand	Outcomes Framework	December, 2017
297	Ministry for Pacific Peoples	Pacific Languages Framework	October, 2012
298	Ministry for Primary Industries	Cadmium and New Zealand Agriculture and Horticulture	February, 2011
299	Ministry for the Environment	Hitting the Mark – Our Strategic Plan to 2045	December, 2015
300	Ministry of Business, Innovation and Employment	Oil Emergency Response Strategy	July, 2008
301	Ministry of Business, Innovation and Employment	Plan of Action to Prevent People Trafficking	July, 2009
302	Ministry of Business, Innovation and Employment	Energy Efficiency and Conservation Strategy 2011-2016	NK, 2011
303	Ministry of Business, Innovation and Employment	Investment Attraction Strategy	July, 2015
304	Ministry of Business, Innovation and Employment	From the Knowledge Wave to the Digital Age – Mai i Te Ao Mātauranga Ki Te Ao Matihiko Nei	July, 2019
305	Ministry of Defence	Defence Capability Plan 2016	November, 2016
306	Ministry of Foreign Affairs and Trade	Antarctic and Southern Ocean Science	April, 2011
307	Ministry of Health	Sexual and Reproductive Health Strategy (1996)	May, 1996
308	Ministry of Health	Sexual and Reproductive Health Strategy (2001)	October, 2001
309	Ministry of Health	Influenza Pandemic Action Plan 2010	April, 2010
310	Ministry of Health	Whāia Te Ao Mārama 2012 to 2017 – The Māori Disability Action Plan	August, 2012
311	Ministry of Health	Kaiāwhina Workforce Action Plan 2015-20	July, 2015
312	Ministry of Housing and Urban Development	Public Housing Plan 2018-2022	August, 2018
313	Ministry of Māori Development—Te Puni Kōkiri	Māori Housing Network Investment Strategy (2015)	October, 2015
314	Ministry of Social Development	E Tu Whānau Programme of Action for Addressing Family Violence 2013 – 2018	February, 2013
315	Ministry of Social Development	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa	February, 2014
316	Ministry of Social Development	Social Housing Investment Strategy 2017/18	August, 2017
317	Ministry of Social Development	Elder Abuse in Aotearoa 2019	December, 2019

Row	Department (number & name) that archived the GDS	GDS title	Publication date
318	Ministry of Transport	Transport Domain Plan	July, 2016
319	Ministry of Transport	Government Policy Statement on Land Transport 2018/19–2027/28	June, 2018
320	New Zealand Customs Service	Diversity and Inclusion (2017)	December, 2017
321	New Zealand Security Intelligence Service	Diversity and Inclusion Strategy (2018) (jointly held between GCSB and NZSIS)	April, 2018
322	Statistics New Zealand	2018 Census Strategy	September, 2016
323	Statistics New Zealand	2018 Census Data Quality Management Strategy	July, 2017
324	Statistics New Zealand	Open Data Action Plan	July, 2017
325	Statistics New Zealand	Empowering Agencies to Use Data More Effectively	March, 2018
326	Statistics New Zealand	Data Strategy and Roadmap For New Zealand	October, 2018
327	The Treasury	He Tirohanga Mokopuna – Statement on the Long-term Fiscal Position (2016)	November, 2016

#### 2023 GDS Index archived as at 31 December 2023

328	Department of Conservation	National Education Strategy 2010–2030	March, 2011
329	Department of Conservation	Digital Strategy 2020: Te pae tawhiti whaia kia tata – Navigating to new horizons	March, 2021
330	Department of Corrections	National Historic Heritage Strategy 2013	October–December, 2013
331	Department of Corrections	Change Lives Shape Futures: Investing in better mental health for offenders	March, 2017
332	Department of Internal Affairs	National Library of New Zealand Digitisation Plan 2019–2022	August, 2019
333	Department of Internal Affairs	Three Waters Reform Programme	July, 2020
334	Department of the Prime Minister and Cabinet	Countering terrorism and violent extremism: National strategy overview	February, 2020
335	Government Communications Security Bureau	Diversity and Inclusion Strategy 2021–2025 (jointly held between GCSB and NZSIS)	July, 2021
336	Inland Revenue Department	Our Corporate Strategy – Customer	May–September, 2016
337	Land Information New Zealand	He Whāriki Maurua – Business with Māori Strategy 2013–2017	September, 2014
338	Land Information New Zealand	Topographic Strategy	March, 2015
339	Land Information New Zealand	Crown Property Strategy	June, 2018
340	Ministry for Primary Industries	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	April, 2012
341	Ministry for Primary Industries	Essential Freshwater (jointly held between MPI and MfE)	October, 2018
342	Ministry for Primary Industries	Food Safety 2019–2024	November, 2019
343	Ministry for the Environment	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	December, 2006
344	Ministry for the Environment	Waste Strategy	October, 2010
345	Ministry for the Environment	Essential Freshwater (jointly held between MPI and MfE)	October, 2018
346	Ministry for the Environment	Shared Interests in Freshwater	October, 2018
347	Ministry for the Environment	Sustainability Strategy	July, 2020
348	Ministry of Business, Innovation and Employment	Energy Strategy 2011–2021	August, 2011

Row	Department (number & name) that archived the GDS	GDS title	Publication date
349	Ministry of Business, Innovation and Employment	Major Events Strategy: Investing in world class events	NK, 2013
350	Ministry of Business, Innovation and Employment	Pacific Economic Strategy 2015–2021	August, 2015
351	Ministry of Business, Innovation and Employment	Energy Efficiency and Conservation Strategy 2017–2022	June, 2017
352	Ministry of Business, Innovation and Employment	Government Tourism Strategy (jointly held between DOC and MBIE)	May, 2019
353	Ministry of Business, Innovation and Employment	Small Business Strategy	July, 2019
354	Ministry of Business, Innovation and Employment	Our Employment Strategy	August, 2019
355	Ministry of Business, Innovation and Employment	Economic Plan for a Productive, Sustainable and Inclusive Economy	September, 2019
356	Ministry of Business, Innovation and Employment	Responsibly Delivering Value: A Minerals and Petroleum Resource Strategy for Aotearoa New Zealand 2019–2029	November, 2019
357	Ministry of Business, Innovation and Employment	Agritech Industry Transformation Plan	July, 2020
358	Ministry of Business, Innovation and Employment	Advanced Manufacturing ITP Scope	July, 2021
359	Ministry of Business, Innovation and Employment	Antarctic and Southern Ocean Research Directions and Priorities 2021–2030 (jointly held between LINZ, MPI, MBIE and MFAT)	December, 2021
360	Ministry of Business, Innovation and Employment	Advanced Manufacturing Industry Transformation Plan	March, 2023
361	Ministry of Business, Innovation and Employment	He Mahere Tiaki Kaimahi – Better Work Action Plan	March, 2023
362	Ministry of Business, Innovation and Employment	Agritech Industry Transformation Plan	June, 2023
363	Ministry of Business, Innovation and Employment	Our Economic Plan	NK
364	Ministry of Defence	Defence White Paper 2016	June, 2016
365	Ministry of Defence	Strategic Defence Policy Statement 2018	July, 2018
366	Ministry of Education	International Education Strategy – He Rautaki Mātauranga A Ao 2018–2030	August, 2018
367	Ministry of Education	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, TPK, MSD and OT)	December, 2019
368	Ministry of Education	Action Plan for Pacific Education 2020–2030	July, 2020
369	Ministry of Foreign Affairs and Trade	Opening Doors to China: New Zealand's 2015 Vision	February, 2012
370	Ministry of Foreign Affairs and Trade	ASEAN Partnership: One Pathway to Ten Nations	July, 2013
371	Ministry of Foreign Affairs and Trade	Advancing with Australia: New Zealand Inc Australia strategy	NK, 2013
372	Ministry of Foreign Affairs and Trade	Our People Strategy	July, 2017
373	Ministry of Foreign Affairs and Trade	Diversity and Inclusion Strategy 2018–2028	June, 2018
374	Ministry of Foreign Affairs and Trade	Trade Recovery Strategy	June, 2020

Row	Department (number & name) that archived the GDS	GDS title	Publication date
375	Ministry of Health	Reduced Waiting Times for Public Hospital Elective Services	March, 2000
376	Ministry of Health	Primary Health Care Strategy	February, 2001
377	Ministry of Health	Health of Older People Strategy	April, 2002
378	Ministry of Health	Youth Health: A Guide to Action	September, 2002
379	Ministry of Health	Suicide Prevention Strategy 2006–2016	June, 2006
380	Ministry of Health	Rising to the Challenge – The Mental Health and Addiction Service Development Plan 2012–2017	December, 2012
381	Ministry of Health	Suicide Prevention Action Plan 2013–2016	May, 2013
382	Ministry of Health	National Health Information Technology Plan Update 2013/14	November, 2013
383	Ministry of Health	'Ala Mo'ui – Pathways to Pacific Health and Wellbeing 2014–2018	June, 2014
384	Ministry of Health	Disability Support Services Strategic Plan 2014–2018	June, 2015
385	Ministry of Health	Health Strategy 2016	April, 2016
386	Ministry of Health	Pharmacy Action Plan 2016 to 2020	May, 2016
387	Ministry of Health	Strategy to Prevent and Minimise Gambling Harm 2019/20 to 2021/22	June, 2019
388	Ministry of Health	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, TPK, MSD and OT)	December, 2019
389	Ministry of Health	Tā Tātau Rautaki – Our Strategy	October, 2020
390	Ministry of Housing and Urban Development	Maihi Ka Ora – The National Māori Housing Strategy 2021–2051 (jointly held between HUD and TPK)	September, 2021
391	Ministry of Justice	Our Māori Strategy – Te Haerenga	September, 2017
392	Ministry of Māori Development—Te Puni Kōkiri	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, TPK, MSD and OT)	December, 2019
393	Ministry of Māori Development—Te Puni Kōkiri	Maihi Ka Ora – The National Māori Housing Strategy 2021–2051 (jointly held between HUD and TPK)	September, 2021
394	Ministry of Māori Development—Te Puni Kōkiri	Māori Housing Investment Strategy 2018–19 to 2020–21	NK, 2018
395	Ministry of Social Development	Youth Development Strategy Aotearoa	January, 2002
396	Ministry of Social Development	Employment and Social Outcomes Investment Strategy	October, 2018
397	Ministry of Social Development	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, TPK, MSD and OT)	December, 2019
398	Ministry of Social Development	Youth Plan 2020–2022	July, 2020
399	Ministry of Social Development	Social Sector Commissioning	August, 2020
400	New Zealand Security Intelligence Service	Diversity and Inclusion Strategy 2021–2025 (jointly held between GCSB and NZSIS)	July, 2021
401	Oranga Tamariki - Ministry for Children	Children's Action Plan	October, 2012
402	Oranga Tamariki - Ministry for Children	Youth Justice Work Programme 2013–2023 (previously called Youth Crime Action Plan)	October, 2013
403	Oranga Tamariki - Ministry for Children	Mahi Aroha: Carers' Strategy Action Plan 2019–2023 (jointly held between MoE, MoH, TPK, MSD and OT)	December, 2019
404	Public Service Commission	Leadership Strategy for the State Services	November, 2013
405	Public Service Commission	Open Government Partnership: National Action Plan 2016–18	October, 2016
406	The Treasury	He Puna Hao Pātiki – 2018 Investment Statement: Investing for Wellbeing	March, 2018

## List C: GDSs in operation by jointly held

Row	GDS title	Department (number & name)	GDS number	Publication date	Sector
1	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	09. Land Information New Zealand	GDS09-05	December, 2021	Natural Resources Sector
2	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	12. Ministry for Primary Industries	GDS12-19	December, 2021	Natural Resources Sector
3	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	18. Ministry of Foreign Affairs and Trade	GDS18-06	December, 2021	External Sector
4	<i>Charging Our Future: National electric vehicle charging strategy</i>	15. Ministry of Business, Innovation and Employment	GDS15-16	October, 2023	Economic Development and Infrastructure Sector
5	<i>Charging Our Future: National electric vehicle charging strategy</i>	24. Ministry of Transport	GDS24-13	October, 2023	Economic Development and Infrastructure Sector
6	<i>Disability Strategy 2016-2026</i>	19. Ministry of Health	GDS19-13	November, 2016	Health Sector
7	<i>Disability Strategy 2016-2026</i>	23. Ministry of Social Development	GDS23-01	November, 2016	Social Services and Community Sector
8	<i>Fale mo Aiga – Pacific Housing Strategy 2030</i>	11. Ministry for Pacific Peoples	GDS11-04	November, 2022	Social Services and Community Sector
9	<i>Fale mo Aiga – Pacific Housing Strategy 2030</i>	20. Ministry of Housing and Urban Development	GDS20-06	November, 2022	Social Services and Community Sector
10	<i>Health Research Strategy</i>	15. Ministry of Business, Innovation and Employment	GDS15-06	June, 2017	Economic Development and Infrastructure Sector
11	<i>Health Research Strategy</i>	19. Ministry of Health	GDS19-15	June, 2017	Health Sector
12	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i>	20. Ministry of Housing and Urban Development	GDS20-05	December, 2021	Social Services and Community Sector
13	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i>	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22-03	December, 2021	Māori Affairs Sector
14	<i>Mātauranga Whakauka Taiao – Environmental Education for Sustainability</i>	02. Department of Conservation	GDS02-04	July, 2017	Natural Resources Sector
15	<i>Mātauranga Whakauka Taiao – Environmental Education for Sustainability</i>	13. Ministry for the Environment	GDS13-03	July, 2017	Natural Resources Sector
16	<i>Nation of Curious Minds – He Whenua Hihiri i te Mahara: A national strategic plan for science in society</i>	15. Ministry of Business, Innovation and Employment	GDS15-04	July, 2014	Education and Workforce Sector
17	<i>Nation of Curious Minds – He Whenua Hihiri i te Mahara: A national strategic plan for science in society</i>	17. Ministry of Education	GDS17-01	July, 2014	Education and Workforce Sector
18	<i>National Fuel Plan</i>	05. Department of the Prime Minister and Cabinet	GDS05-04	March, 2020	Finance and Government Administration Sector
19	<i>National Fuel Plan</i>	15. Ministry of Business, Innovation and Employment	GDS15-10	March, 2020	Economic Development and Infrastructure Sector
20	<i>National Plan of Action – Seabirds</i>	02. Department of Conservation	GDS02-12	May, 2020	Natural Resources Sector

Row	GDS title	Department (number & name)	GDS number	Publication date	Sector
21	<i>National Plan of Action – Seabirds</i>	12. Ministry for Primary Industries	GDS12-16	May, 2020	Natural Resources Sector
22	<i>New Zealand sea lion/rāpoka Threat Management Plan</i>	02. Department of Conservation	GDS02-05	July, 2017	Natural Resources Sector
23	<i>New Zealand sea lion/rāpoka Threat Management Plan</i>	12. Ministry for Primary Industries	GDS12-10	July, 2017	Natural Resources Sector
24	<i>Social Sector Commissioning 2022-2028 Action Plan</i>	23. Ministry of Social Development	GDS23-18	October, 2022	Social Services and Community Sector
25	<i>Social Sector Commissioning 2022-2028 Action Plan</i>	27. Oranga Tamariki – Ministry for Children	GDS27-05	October, 2022	Social Services and Community Sector
26	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	03. Department of Corrections	GDS03-04	December, 2021	Justice Sector
27	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	17. Ministry of Education	GDS17-09	December, 2021	Education and Workforce Sector
28	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	19. Ministry of Health	GDS19-34	December, 2021	Health Sector
29	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	21. Ministry of Justice	GDS21-01	December, 2021	Justice Sector
30	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	22. Ministry of Māori Development—Te Puni Kōkiri	GDS22-02	December, 2021	Māori Affairs Sector
31	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	23. Ministry of Social Development	GDS23-13	December, 2021	Social Services and Community Sector
32	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	27. Oranga Tamariki – Ministry for Children	GDS27-03	December, 2021	Social Services and Community Sector
33	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	28. Public Service Commission	GDS28-02	December, 2021	Finance and Government Administration Sector
34	<i>Te Kaweka Takohaka mō te Hoiho</i>	02. Department of Conservation	GDS02-14	August, 2020	Natural Resources Sector
35	<i>Te Kaweka Takohaka mō te Hoiho</i>	12. Ministry for Primary Industries	GDS12-18	August, 2020	Natural Resources Sector
36	<i>Wilding Conifer Management Strategy</i>	02. Department of Conservation	GDS02-03	December 2014	Natural Resources Sector
37	<i>Wilding Conifer Management Strategy</i>	12. Ministry for Primary Industries	GDS12-06	December 2014	Natural Resources Sector

## List D: GDSs in operation by merged

Row	Department/s (number & name)	GDS title	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, what strategy is it merged with)	Final 2023 GDS Index number becomes:
<b>GDSs held by one department only (not jointly held)</b>					
1	04. Department of Internal Affairs	<i>Action Plan for the Digital Strategy for Aotearoa</i> (September, 2022) [Addition to the 2023 GDS Index]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the three goals identified in the strategy.	<i>Te Rautaki Matihiko mō Aotearoa – The Digital Strategy for Aotearoa</i> (September, 2022)	GDS04-10
2	11. Ministry for Pacific Peoples	<i>Pacific Languages Government Action Plan</i> (June, 2023) [Addition to the 2023 GDS Index]	Merged The action plan outlines how the strategy will be implemented in order to advance the key objectives and vision of the strategy.	<i>Pacific Languages Strategy</i> (August, 2022)	GDS11-02
3	16. Ministry of Defence	<i>Future Force Design Principles</i> (August, 2023) [Addition to the 2023 GDS Index]	Merged The Future Force Design Principles acts as a key bridging document between the information outlined in the Defence Policy and Strategy Statement and the investment planning that is to be included in an upcoming Defence Capability Plan (not the one currently included in the 2023 GDS Index). Please note that the Ministry of Defence website as at 19 November 2024 notes that work is under way on options to inform a new Defence Capability Plan as the next phase of the Defence Policy Review.	<i>Defence Policy and Strategy Statement</i> (August 2023)	GDS16-02
4	19. Ministry of Health	<i>Data and Information Strategy for Health and Disability: Roadmap 2021-2024</i> (November, 2021) [From 2021 GDS Index]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the five focus areas identified in the strategy.	<i>Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki</i> (November, 2021)	GDS19-31
5	23. Ministry of Social Development	<i>Better Later Life Action Plan – He Oranga Kaumātua: Action plan 2021-2024</i> (September, 2021) [From 2021 GDS Index]	Merged The action plan outlines the actions that will be taken to support the strategy from 2021 to 2024 and is underpinned by the guiding principles of the strategy. As well as developing 25 new actions, the 10 initial actions identified in the strategy are carried forward.	<i>Better Later Life – He Oranga Kaumātua</i> (November, 2019) GDS23-06 <sup>1</sup>	GDS23-06

Row	Department/s (number & name)	GDS title	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, what strategy is it merged with)	Final 2023 GDS Index number becomes:
6	23. Ministry of Social Development	<i>Youth Plan Voice, Leadership, Action: Rolling Suite of Actions</i> (August, 2023)  <i>Youth Plan Voice, Leadership, Action: Youth Plan Measurement Framework</i> (August, 2023)  [Addition to the 2023 GDS Index]	Merged  The action plan and the measurement framework were published alongside the strategy. The action plan sets out actions that directly relate to the two identified focus areas that underpin the vision of the strategy. The Measurement Framework provides monitoring and assessment on how the action plan contributes towards the key outcomes of the strategy.	<i>Youth Plan Voice, Leadership, Action: Strategic Framework</i> (August, 2023)	GDS23-19
7	24. Ministry of Transport	<i>International Air Transport Policy</i> (August, 2012)  [From 2021 GDS Index]	Merged  Both strategies have the same name and were published in the same year. The strategy that was published in May appears to be the main strategy document, whereas the strategy published in August appears to be less comprehensive but contains some overlapping content.	<i>International Air Transport Policy</i> (May, 2012)	GDS24-02
8	24. Ministry of Transport	<i>Te Rautaki Whai-Taunakitanga Waka a Aotearoa – Transport Evidence Base Strategy Implementation Plan</i> (October, 2022)  [Addition to the 2023 GDS Index]	Merged  The action plan outlines a work programme to implement the high-priority initiatives that are identified in the strategy and sets out the actions that need to be taken to achieve the strategy’s vision.	<i>Transport Evidence Base Strategy</i> (December, 2019)	GDS24-07
9	27. Oranga Tamariki – Ministry for Children	<i>Implementing the Oranga Tamariki Action Plan</i> (July, 2022)  [Addition to the 2023 GDS Index]	Merged  The implementation plan was published alongside the strategy and contains actions that directly relate to the six outcomes identified in the strategy.	<i>Oranga Tamariki Action Plan</i> (July, 2022)	GDS27-04

#### Jointly held

10	03. Department of Corrections, 17. Ministry of Education, 19. Ministry of Health, 21. Ministry of Justice, 22. Ministry of Māori Development—Te Puni Kōkiri, 23. Ministry of Social Development, 27. Oranga Tamariki – Ministry for Children and 28. Public Service Commission	<i>Action Plan for the National Strategy to Eliminate Family Violence and Sexual Violence</i> (December, 2021)  [Addition to the 2023 GDS Index]	Merged  The action plan was published alongside the strategy and contains actions that directly relate to the six focus areas identified in the strategy.	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i> (December, 2021)	GDS03-04, GDS17-09, GDS19-34, GDS21-01, GDS22-02, GDS23-13, GDS27-03 and GDS28-02
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Row	Department/s (number & name)	GDS title	Merged/not merged (and if merged, the reason why)	Overarching GDS (if merged, what strategy is it merged with)	Final 2023 GDS Index number becomes:
11	11. Ministry for Pacific Peoples and 20. Ministry of Housing and Urban Development	<i>Fale mo Aiga – Pacific Housing Action Plan 2030</i> (November, 2022) [Addition to the 2023 GDS Index]	Merged The action plan was published alongside the strategy and contains short- and medium-to-long-term to long-term actions and targets that directly relate to the four priority areas identified in the strategy.	<i>Fale mo Aiga – Pacific Housing Strategy 2030</i> (November, 2022)	GDS11-04 and GDS20-06
12	20. Ministry of Housing and Urban Development and 22. Ministry of Māori Development—Te Puni Kōkiri	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i> [Implementation Plan] (March, 2022) [Addition to the 2023 GDS Index]	Merged The action plan was published alongside the strategy and contains actions that directly relate to the six priority areas identified in the strategy.	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i> [Strategy] (December, 2021)	GDS20-05 and GDS22-03



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## Abbreviations

CLO	Crown Law Office
Corrections	Department of Corrections
DIA	Department of Internal Affairs
DOC	Department of Conservation
DPMC	Department of the Prime Minister and Cabinet
ERO	Education Review Office
GDS	Government department strategy
GCSB	Government Communications Security Bureau
HUD	Ministry of Housing and Urban Development
IRD	Inland Revenue Department
LINZ	Land Information New Zealand
MBIE	Ministry of Business, Innovation and Employment
MCH	Ministry for Culture and Heritage
MFAT	Ministry of Foreign Affairs and Trade
MFE	Ministry for the Environment
MOD	Ministry of Defence
MOE	Ministry of Education
MOH	Ministry of Health
MOJ	Ministry of Justice
MOT	Ministry of Transport
MFW	Ministry for Women
MPI	Ministry for Primary Industries
MPP	Ministry for Pacific Peoples
MSD	Ministry of Social Development
NZCS	New Zealand Customs Service
NZSIS	New Zealand Security Intelligence Service
OT	Oranga Tamariki—Ministry for Children
PSC	Public Service Commission
SFO	Serious Fraud Office
StatsNZ	Statistics New Zealand
TPK	Ministry of Māori Development—Te Puni Kōkiri
Treasury	The Treasury

# Glossary

## Adaptation (climate intelligence scoring)

Responding to the effects of climate change (e.g. moving from impacted areas).

## Archived GDS

The department responsible for the GDS has advised it is no longer active.

Occasionally, a department retrospectively advises the Institute of a strategy that should have been included in a previous GDS Index, but is no longer active. In this situation, the GDS is included in the current GDS Index as 'active', then moved immediately to 'archived GDSs'. For this reason, it is not scored, and does not appear in the *Handbook*.

## Basic response (climate intelligence scoring)

The GDS contains some discussion on climate change impacts and/or how it hopes to deliver better climate outcomes in terms of mitigation and/or adaptation but does not explain any detail (e.g. the GDS states it plans to do more research but does not explain what, when or how).

## Both (climate intelligence scoring)

Simultaneously responding to the causes and effects of climate change (e.g. reducing emissions while also moving from impacted areas).

## Capabilities

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

## Climate intelligence

The GDS contains some form of climate intelligence (i.e. a basic or detailed response to climate change impacts)

## Criteria (GDS selection)

The criteria developed by the Institute to determine whether a document is a GDS.

## Detailed response (climate intelligence scoring)

The GDS contains a detailed discussion of climate change impacts and how it will deliver better climate outcomes in terms of mitigation and adaptation (e.g. the GDS contains several clear and measurable next steps, explaining what, when and/or how).

## Element (Transparency Scorecard)

An element is a characteristic that is considered of primary importance in the publication of a GDS. In the GDS Index, six high-level elements make up the Transparency Scorecard.

## Explicit mention of a GDS

This is where either (i) the exact title of the GDS is stated, or (ii) the full title is not given or the subtitle is missing, but the supporting information and/or context makes it clear which GDS is being referred to.

## Externally facing strategy (GDS selection)

An externally facing strategy considers matters outside of the general operations of the department.

## Good strategy

Determining what makes a good strategy is a matter of judgement. One aim of the GDS Index is to invite departments to be more transparent, so that citizens can make their own assessments on the quality of strategy.

## Government department

The term 'government department' refers to the list of entities found in Schedule 2, Part 1 of the Public Service Act 2020. The GDS Index reflects the list in the Schedule in terms of the department's name and order.

Since the *2021 GDS Index*, three changes have been made. On 1 July 2022, Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency was disestablished. In 2024, the Ministry for Regulation and the Social Investment Agency were added to Schedule 2 of the Public Service Act 2020. However, as this was after December 2023, the *2023 GDS Index* does not include these two new departments.

## Government department strategy (GDS)

A 'government department strategy' must:

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

## Implicit mention of a GDS (Transparency Scorecard)

This is where the GDS is indirectly mentioned in the statement of intent or annual report (i.e. not word for word). The test is if there is some doubt as to whether the strategy is being referred to (e.g. the department's energy strategy).

## Internally facing strategy (GDS selection)

A strategy document that focuses solely on the internal management and/or operations of a department (e.g. it focuses on the department's staff diversity and inclusion policies or the sustainability practices related to how the department manages its resources).

## Jointly held GDS

A GDS that is owned and managed by two or more departments.

## May issue (legislation)

The GDS is a voluntary requirement in legislation. Terms often used are 'may issue', 'may allocate responsibility for', or 'may approve'. For example, 'may approve' relates to two fisheries GDSs, where the GDSs themselves say they were developed under the Fisheries Act, but the Fisheries Act says 'May ... approve ... a fisheries plan', implying that the GDS may have been developed under the Fisheries Act (see for example [GDS12-13] and [GDS12-21]).

## Mention only (climate intelligence scoring)

The GDS mentions climate change and may discuss its impacts, but it does not go into any detail on how it hopes to deliver better climate outcomes in terms of mitigation and adaptation.

**Merged (combined)**

Where two documents are significantly integrated (e.g. either two strategy documents, or a strategy document and an implementation plan/action plan), they are combined into one PDF and treated as a single GDS.

**Mitigation (climate intelligence scoring)**

Responding to the cause of climate change (e.g. reducing greenhouse gas emissions).

**Narrow scope (scope scoring)**

The nature of the subject matter discussed by the GDS relates to a group of individuals or species, or covers a specialised topic (e.g. hoiho penguin, syphilis).

**No mention (climate intelligence scoring)**

The GDS does not mention climate change at all.

**Points (Transparency Scorecard)**

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

**Purpose statement (the ends)**

An aspirational future-focused statement that explains in a concise, unique, coherent and specific way what the strategy aims to achieve and provides an impetus for action (e.g. the purpose statement sets out what success looks like).

**Rank (Transparency Scorecard)**

The rank reflects where a specific GDS, department or sector sits when its Transparency Scorecard totals are compared to the average score of all GDSs, the average score of the department by which it is held, or the average score of its sector.

**Rejected**

A document is rejected when the Institute and the department conclude it does not meet the criteria, in which case it is never added to the GDS Index. In the rare case of a disagreement, the final decision is the Institute's.

**Required (legislation)**

The GDS is a mandatory requirement in legislation. Terms often used are 'must' or 'shall'.

**Resources**

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

**Reviewer (Transparency Scorecard)**

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

**Score (Transparency Scorecard)**

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

**Sector**

The groupings of departments based on the summary tables of the Estimates of Appropriations in the Treasury's Budget (in the *2023 GDS Index*, it is the 2023 Budget). The introduction to each volume of the Estimates of Appropriations 2024/25 explains how Votes and departments have been grouped into sectors. The 2023 Budget sector groupings are:

- Economic Development and Infrastructure
- Education and Workforce
- External
- Finance and Government Administration
- Health
- Justice
- Māori Affairs
- Natural Resources
- Social Services and Community

**Strategic options**

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

**Strategy map**

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

**Strategy statement (the means)**

The 'means' to an end. The unique approach a department has chosen to adopt to bring about change. It describes the choices made.

**Sub-element (Transparency Scorecard)**

In the GDS Index there are 21 sub-elements shared across six elements.

**Transparency Scorecard**

The lens through which each GDS has been assessed. The Transparency Scorecard is made up of six elements and 21 sub-elements.

**Wide scope (scope scoring)**

The nature of the subject matter discussed by the GDS relates to a broad range of demographics or species, and/or covers a generalised topic (e.g. seabirds, climate change).

Generally GDSs with a wide scope tend to be more strategic and high-level than narrow scope strategies. For example, a GDS focusing on the wellbeing of all New Zealanders (which would be considered to have a wide scope) may lead to development of a more specific strategy, such as a strategy focusing on the wellbeing of New Zealanders in aged care (which would be considered narrow in scope).



