

Working Paper 2024/09

Analysis of Climate Change

in Government Department Strategies
as at 31 December 2023

02

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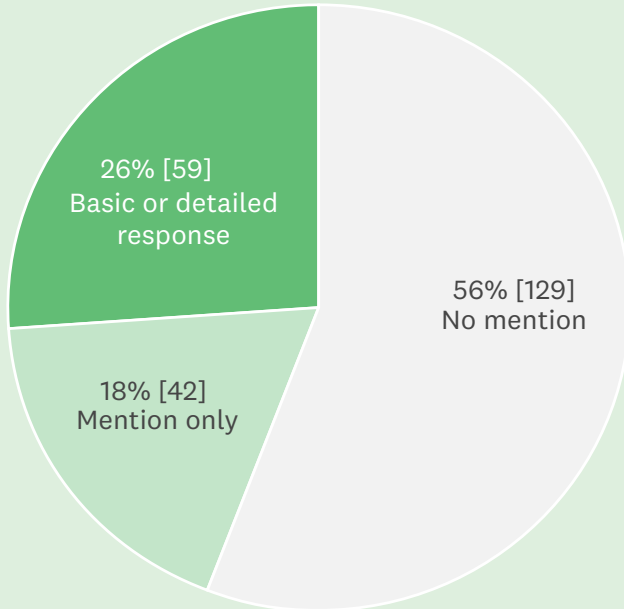
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2023 GDS Index: By the numbers

Part A: Exploring extent of mentions [out of 230 GDSs]



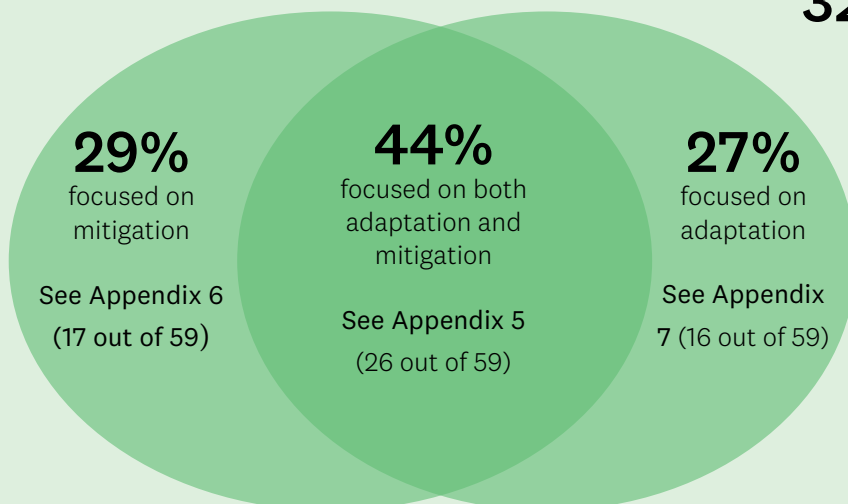
56% (129 out of 230) of all operational GDSs did not mention climate change.

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

44% (101 out of 230) show some form of climate intelligence (i.e. a 'mention' or a 'basic or detailed response' to climate change impacts)

51% Of the 129 GDSs that fail to mention climate change (see Appendix 4), 66 of the 129 were published between 2021 and 2023 (see Appendices 1–4). Going forward, these results strongly suggest that Ministers and officials are not directing climate change to be considered when creating new strategies. This raises serious concerns about the ability of New Zealand's public policy system to respond to the 2 December 2020 announcement by Parliament that a climate emergency exists.

Part B: Going deeper – taking climate action [out of 59 GDSs, being basic and detailed responses]



32% Of the 87 GDSs new to the 2023 GDS Index, 28 discuss climate action:

- 8 GDSs include adaptation and mitigation actions
- 10 GDSs include mitigation actions only
- 10 GDSs include adaptation actions only

The results suggest that New Zealand's public policy system should work harder at responding to climate change and to creating strategies that integrate mitigation and adaptation policies.

Preface

Futurists use animal metaphors to describe risks. Climate change is considered a grey rhino; a grey rhino is a highly likely yet ignored threat. It was coined by Michele Wucker, author of *The Gray Rhino: How to Recognize and Act on the Obvious Dangers We Ignore*. Climate change is one of these obvious dangers; we are aware of the risk, we acknowledge the risk will have significant impacts, but we fail to act.

Failure is not an option. While it is important to acknowledge that investing in climate action is made more challenging when operating in a tight fiscal environment, it is also important to acknowledge climate change is the key risk stampeding towards us. Importantly, if it cannot be ignored, and we do not have much money, we need to be smart.

The overall purpose of our Climate Change NZ project (of which this paper forms part) is to help New Zealand become more climate intelligent. That requires identifying and reviewing what climate strategies exist today. Responding cost-effectively in a timely manner, while remaining agile and informed should be at the forefront of our thinking when we explore ways to be smart about climate change. However, strategy on its own is not enough. It needs a highly skilled group of people able to execute the strategy, provide feedback and pivot when new ideas or systems fail.

Climate change is a whole-of-society risk and it requires a whole-of-society solution. The role of politicians is to seek good advice, share regular progress on key measures, make good decisions and to be responsible for the quality and implementation of climate strategies. Importantly, politicians should work hard to create an environment that enables scientists, officials, implementers and citizens to share their observations and thoughts in an open and transparent manner.

In order to respond to climate change, it is critical to embrace, utilise and integrate the skills of foresight, strategy and execution. Decisions should be based on quality information, critical analysis and informed debate. Public consultation on the range and impacts of a range of strategic options should be considered and costed. Clarity over the climate strategy ecosystem needs to be clear to help prevent climate consultation fatigue and instil hope and belief that New Zealand is on track.

This paper looks closely at what government departments are doing in terms of strategy. This paper finds that New Zealand is failing to use Government Departments Strategies (GDSs) to drive change action (see opposite).

In our view there are three different types of climate strategy, those that:

1. prepare society for climate change (commonly called adaptation). However, the issue is that climate-change impacts will increase exponentially – so do you prepare for New Zealand in the year 2030, 2040 or 2080? These decades will look very different from each other and depending on what timeline you focus on, will therefore require very different levels of preparation. Importantly, a global strategy focused *solely* on adaptation will likely lead to extinction (or at the least a very uncomfortable world for future generations).
2. reduce emissions (commonly called mitigation). However, this is not enough. The status quo, and particularly our economic model, naturally emits carbon. Tweaking our current model will be insufficient because globally we have already ‘sunk’ enough emissions into the environment to create a considerable time lag. As a consequence, a strategy focused solely on mitigation will not protect us from the impacts of climate change.
3. design an integrated approach: a more durable economic model, a more antifragile infrastructure system and a more trusted democracy. This will require a strategy that integrates both adaptation and mitigation. Society will need be engaged, both as taxpayers and as providers of quality feedback - society must be part of the solution. Politicians will need to adopt a long-term inter-generational perspective when making decisions and a very considered and transparent approach to decision making.

The way forward is to build an integrated strategic ecosystem, one that seeks out relevant information and provides feedback on whether each GDS is climate successful (or not). New Zealand needs to work harder to be a climate-intelligent country, and effective GDSs are a critical element of delivering success.



Wendy McGuinness
Chief Executive

1.0 Introduction

1.1 Context

Government department strategies (GDSs) drive and guide public policy, providing strategic continuity despite ministerial and governmental change. There is no set criteria for what these need to include or how they are shared with the public. GDSs can therefore vary significantly in length, focus and style, and are sometimes difficult to find within the machinery of government.

Our GDS Index project aims to illustrate how Aotearoa New Zealand might strengthen GDSs to be more effective, responsive, measurable, comparable and durable through public consultation, engagement and ownership. If departments make GDSs more useful, the users of these strategies will be able to better assess their quality and, where appropriate, work with departments to deliver better outcomes for less cost. Preparing GDSs can be a significant investment, so it is important to maximise their value and utility.

The McGuinness Institute has been collating and analysing GDSs since 2014, with previous updates in 2015, 2018 and 2021. Regularly updating the GDS Index allows it to be measured, analysed and tracked over time. In 2021, we introduced more detailed outputs, with working papers on scoring, analysis, best practice, strategy maps, analysis of climate change, and analysis of poverty.

1.2 Purpose

The purpose of *Working Paper 2024/10 – Analysis of Climate Change in Government Department Strategies as at 31 December 2023* is to understand and report on the extent to which climate change impacts and department responses to these impacts are discussed in GDSs in operation as at 31 December 2023.

As it stands, 56% (129 out of 230) of GDSs in operation do not even mention climate change. This is a huge oversight in the midst of a climate crisis that will impact all sectors and facets of public policy. Our aim is that the observations from our analysis, and resulting recommendations, will be used to encourage departments to properly consider and integrate climate considerations into their strategies and strategic thinking.

Because carbon dioxide lingers in the atmosphere for many thousands of years, even if we stop emitting all greenhouse gases today, the impacts of global warming and climate change will continue to intensify for future generations. In other words, we are unavoidably ‘committed’ to some level of climate change. Therefore, it is important that all government departments assess:

- how strategies might be impacted by locked-in climate change (i.e. via adaptation)
- how strategies might reduce their emissions footprint (i.e. mitigation), and
- how specific emission reduction strategies (that focus solely on reducing emissions) are progressing.

In any system, feedback loops are necessary to ensure the system is a learning system. However, in the case of climate change, feedback loops are particularly essential. This is because of the scale of the change required and the level of uncertainty over impacts and timeliness. Hence, ministers, officials and the wider public need to understand and be informed on the approach being taken, the execution and the extent to which the strategy is delivering results/progress. Our future is dependent on all of us working, together or separately, to minimise climate change.









The purpose of this paper is to contribute to an urgent overview of climate strategy across government. Our climate policy must be successful and that means developing an integrated, cost-effective and aligned strategic ecosystem that provides timely, accurate, and comprehensive feedback to decision-makers and voters.

1.3 Background

1.3.1 Emissions reduction targets

New Zealand's greenhouse gas emissions reduction targets include both domestic and international targets up to the year 2050 (see Figure 1.1 below).

Figure 1.1: New Zealand's core international and domestic emissions reduction commitments¹

Target	Source	Deadline
 T1: Reduce net greenhouse gas emissions to 50% below gross 2005 levels.	 Nationally Determined Contribution 1 (NDC1) of the Paris Agreement	2030
 T2: 24% to 47% reduction below 2017 biogenic methane emissions by 2050, including 10% reduction below 2017 biogenic methane emissions by 2030.	 Climate Change Response Act 2002	2030 and 2050
 T3: Net zero emissions of all greenhouse gas emissions other than biogenic methane.	 Climate Change Response Act 2002	2050
 T4: Total net emissions of no more than 290 megatonnes from 2022 to 2025 and 305 megatonnes from 2026 to 2030.	 Government Targets 2024	2025 and 2030

1.3.2 Navigating the national landscape

Government departments must be aware of, and work alongside, existing legislative, regulatory and administrative frameworks. This requires reconciling long-term plans with changing political views. A brief summary of the national landscape is as follows:

A: Key legislation

The core piece:

- Climate Change Response Act 2002

The wider landscape:

- Resource Management Act 1991
- Crown Minerals Act 1991
- Financial Sector (Climate-related Disclosures and Other Matters) Amendment Act 2021
- Conservation Act 1987
- Financial Reporting Act 2013
- Environmental Protection Authority Act 2011
- Forests Act 1949
- Te Ture Whenua Maori Act 1993

B: Entities and policy tools

Climate action requires widespread collaboration among ministers, departments, agencies, Crown entities and local government. It also requires working with established policy tools, like the New Zealand Emissions Trading Scheme (ETS), the Climate Emergency Response Fund, the State Sector Decarbonisation Fund and New Zealand Green Investment Finance.

The mix of entities and policy tools is not static. For example, the Government's Climate Change Response (Emissions Trading Scheme Agricultural Obligations) Amendment Act 2024, passed in November of this year, removed agricultural emissions from New Zealand's Emissions Trading Scheme (NZ ETS).² This means animal farmers are no longer required to report on-farm emissions or pay for them (these actions were previously set to become mandatory from 2026 and 2027 respectively).³

Importantly, if decisions curtail progress towards a certain sector's emissions reduction, officials need to understand the degree and impact of this curtailment and actively pivot to ensure we are still on track to meet national targets. This could mean new incentives, more resources to promote emissions reduction, or giving larger targets to other sectors.

C: Existing strategies and plans

Government departments may also be guided or constrained by high-level strategies and plans. They currently include:

(i) Aotearoa New Zealand's first emissions reduction plan

- Has a 'table of actions' which assigns responsibility to different 'lead' departments and agencies to deliver the actions necessary for the climate transition. Government departments need to ensure their other strategies cooperate with the actions they 'lead'.⁴

(ii) Aotearoa New Zealand's first national adaptation plan

- Begins each chapter with a list of 'government agencies with actions in this chapter'.⁵

(iii) Nationally Determined Contribution Strategy

A Cabinet Paper states that the NDC strategy document should 'be used to support officials and Ministers in policy design and decision-making relevant to meeting the NDC'.⁶

D: Changing political views

The Government of the day greatly impacts how government departments are expected to react to climate change and to take climate action.

This is embodied by different parties' views on agricultural emissions. National believes 'the solution to agricultural emissions is through technology, not by sacrificing our largest export sector or blanketing agricultural land in pine trees'.⁷ This belief has manifested in the Government's proposal to remove agricultural requirements from the ETS. Both the Labour Party and Green Party have criticised this proposal as simply delaying climate action and adaptation when these are urgently required.⁸

Another example is the National-led coalition government's plan to reverse the ban on oil and gas exploration. This ban was introduced by the Labour-led coalition government in 2018. Again, both the Green Party and Labour Party have been critical of the plan, saying it is a severe step backwards that shifts attention and resources away from more sustainable energy options.⁹

1.3.3 Economic and fiscal challenges

The New Zealand economy must pivot urgently and with scale. This will require a significant investment at a time when New Zealand is in a deep recession (the worst since 1991, excluding COVID-19).¹⁰ It needs a careful and considered approach, one that includes a system of well-placed feedback loops to measure what actions are working and what are not. Arguably, this is also at a time when the political will for adaptation and emission reduction has decreased. The challenge is that New Zealand has signed a number of trade agreements and relies on international relationships to sell produce overseas, hence our climate commitments and obligations are very connected to our economic wealth and wellbeing.

New Zealand's response will require increased investment in the form of:

- Adaptation – e.g. investing in more robust infrastructure and preparing to support communities in need during and after increasing extreme weather events.
- Mitigation – e.g. investing in low-emission economy transport options.

These investments will need to be prioritised in the context of:

- **A slowing economy with higher interest rates and inflationary pressures** – after a strong recovery from the pandemic, the New Zealand economy has slowed, with higher interest rates weighing on housing and construction sectors, and inflation undermining purchasing power and consumption.¹¹
- **Lower forecast tax revenue** – the Treasury's *Budget Economic and Fiscal Update 2024* states 'cumulative forecast tax revenue across the forecast period [is] just over \$28 billion lower relative to the Half Year Update'.¹²
- **Public sector cost cuts** – as at 3 December 2024, job losses in the public sector were at 9,520, which includes 157 staff at the Ministry for the Environment.¹³ This has reduced the expertise and resources at the Government's disposal to advise on, and implement, climate change policy.
- **Higher unemployment** – the unemployment rate is forecast to peak at 5.3% at the end of 2024.¹⁴
- **Increasing adaptation costs** – increased public and private sector spending will be needed to adapt to, and deal with, the increasing impacts of climate change (e.g. rising sea levels and extreme weather). These costs may be accentuated for New Zealand's economy due to the comparatively large contribution of land-based sectors (such as agriculture, forestry and tourism) which are more vulnerable to climate change.¹⁵ The impact of climate change globally will also have knock-on effects on insurance markets and supply chains.

1.3.4 Geopolitical uncertainty

Climate change is a global problem, making collective action complex and subject to geopolitical risk. It is essential government departments are aware of, and can account for, these risks when taking action.

Need for global cooperation

The impacts of climate change are being felt very disproportionately and there is a stark misalignment between the countries contributing most to climate change and the countries most affected by it. This weakens incentives to act and can result in ignorance as to the urgency and severity of the climate crisis. It makes global conversations and cooperation even more essential in order to spread awareness of the global picture.

Furthermore, the uneven distribution of climate change impacts largely coincides with imbalances in wealth and resources.

The extent to which countries are impacted by the effects of climate change, along with their wealth and other resources, directly impacts their ability to prioritise and meet climate targets. For example, droughts in Latin America have caused significant financial loss (e.g. Brazil's agricultural sector lost USD9 billion in 2021 because of drought) and will likely be a constraint to meeting regional targets.¹⁶

Complex decisions need to be made about the international equity of climate targets, given some countries are in a much better position to take climate action and reduce their emissions than others.

Reliance on offshore mitigation to meet NDC1

Unlike domestic targets, NDC1 is not limited to domestic climate action and can include offshore mitigation.¹⁷ Article 6.2 of the Paris Agreement states that Parties shall 'involve the use of internationally transferred mitigation outcomes towards nationally determined contributions, promote sustainable development and ensure environmental integrity and transparency, including in governance, and shall apply robust accounting to ensure, inter alia, the avoidance of double counting, consistent with guidance'.¹⁸ This recognises all emissions count to meet global targets, no matter their origin, and opens up funding opportunities for developing countries to reduce their emissions.

Many consider we should only, or primarily, invest in domestic mitigation because this:

- *increases domestic investment* – accelerating the decarbonisation of our economy, which will have knock-on effects in stimulating domestic spending, opportunities, and growth in this area.
- *increases urgency and accountability* – incentivising faster and more rigorous/comprehensive climate action which could otherwise be pushed back and progress delayed.
- *reduces socio-political, legal and financial risks* – it is uncertain where carbon credits will come from, who will purchase them, how much they will cost, and the integrity of those credits. Some of the key variables of concern are explored below.

Ensuring we are predominantly meeting targets through domestic action removes a lot of this risk and uncertainty. See *Discussion Paper 2024/01 – Risks hiding in plain sight* and the *October 2024 Addendum*, which concludes commitments should be recognised as a liability and/or contingent liability in New Zealand’s financial statements.¹⁹ However, as indicated in Figure 1.2, overseas mitigation does raise a number of issues.

The Climate Commission considers that ‘our domestic and international reporting and accounting framework does not currently provide enough information on how meeting the NDC, including through purchasing of offshore mitigation, may impact on public finances’.²⁰ Accordingly, their Recommendation 31.3 states the Government should ‘clearly communicate its strategy for purchasing offshore mitigation to meet the NDC and how it will identify and manage fiscal and other risks and their consequences’.

While the New Zealand Treasury has included a detailed explanation of its position on NDC1 in the 2024 Financial Statements of the Government of New Zealand, they note that ‘[n]o plan has yet been formulated for international cooperation necessary to achieve the NDC’.²¹ New Zealand’s first Biennial Transparency Report, submitted under the Paris Agreement, is due by 31 December 2024 and as well as reporting on topics such as climate change impacts and adaptation, it must include information on progress towards NDCs and the policies and measures that are in place (i.e. reporting on offshore mitigation agreements).²²

Reliance on international supply chains to meet local emissions targets

Transitioning to a low-emissions economy will involve decreasing high-emissions imports, like fossil fuels and gasoline cars, and increasing low-emissions imports, like biofuels, electric cars, and new technology for emissions capture or reduction (e.g. vaccines to reduce methane production in cows).²³

In turn, to produce low-emissions products, demand will increase for certain natural resources, like lithium for batteries. This will have its own knock-on effects and any adverse incentives or downstream environmental impacts should be considered when transitioning to new technologies.

Increasing natural disasters and extreme weather events will also disrupt international supply chains, which will likely be compounded by other disruptions, like conflict, pandemics and technology shifts. Departments must work with these disruptions when considering our import and export markets.

Figure 1.2: Overseas mitigation mystery bag



Source of overseas mitigation

There is no central market to purchase or sell carbon credits for offshore mitigation. This means purchasers must identify and negotiate credits directly with sellers. This could be through bilateral or regional cooperation (e.g. linking ETS systems) or a new centralised market. New Zealand is developing options to access international markets,²⁴ informed by the Framework for International Carbon Market Cooperation.²⁵

The source of any offshore mitigation will be as much a political decision as a financial one. We may be more inclined to purchase credits strategically from neighbours or allies. This is evidenced in the first emissions reduction plan, which emphasised prioritising partnerships in the Asia-Pacific region.²⁶



Purchaser of offshore mitigation

At this stage, it is unclear whether the Government or emitters will be responsible for purchasing offshore mitigation. This will likely be heavily dependent on how international emissions trading markets develop.



Cost of offshore mitigation

The price of offshore mitigation will heavily depend on supply and demand. Who we purchase from, and when, will also impact pricing. Treasury's estimates of the total fiscal cost of offshore mitigation to achieve NDC1 under various scenarios ranges significantly, from \$3.3 billion to a whopping \$23.7 billion.²⁷



Timing of offshore mitigation purchase

The price of carbon emissions is likely to fluctuate over time but may become steadier as the market matures. The sooner we lock in mitigation, the sooner we have certainty about pricing, reducing our risk.



Quantity of offshore mitigation

One carbon credit is equal to 1 tonne of CO₂-e. The number of credits we need to purchase will depend on our national emissions reduction.



Quality of offshore mitigation

The legitimacy of credits is fundamental to the integrity and efficacy of the Paris Agreement. Article 13 puts in place a new Enhanced Transparency Framework (ETF), but there is no centralised body responsible for investigating or validating offshore mitigation. Parties are required to submit their first biennial transparency report (BTR1) and national inventory report, if submitted as a stand-alone report, by 31 December 2024.

If offshore mitigation doesn't amount to real emissions reduction, it is essentially giving the purchaser a 'licence to pollute' with no actual impact on our climate targets. Questions have already arisen for the first bilateral offsets under the new Paris Agreement, with an umbrella group of Swiss charities raising concerns that converting petrol buses to electric ones in Thailand would have happened anyway. In the private market, there have also been consistent concerns about widespread 'phantom credits' in the (largely unregulated) voluntary offsets market that do not represent genuine carbon reductions.²⁸

Ongoing global conflict

Global conflict can hinder climate action. The scope of conflict varies, from political tensions to outright war. Pressure from the US means military emissions reporting is voluntary, but it is estimated that these are responsible for 5.5% of global emissions.²⁹ It is important that departments understand to what extent conflict impacts targets, especially insofar as they influence emissions and international diplomacy.

A. Attributable emissions

Conflicts can generate significant emissions. Russia's war in Ukraine saw the first attempt to comprehensively document war emissions. Researchers have had to develop methodologies from scratch, but recent estimates consider the war's emissions are equivalent to those produced in an entire year by a small country like Belgium.³⁰

New research also indicates emissions generated during the first two months of the war in Gaza were greater than the annual carbon footprint of more than 20 of the world's most climate-vulnerable nations combined. This considers the long-term impacts of war, noting that rebuilding Gaza's 100,000 damaged buildings using contemporary construction techniques will generate emissions on par with New Zealand's annual CO₂ emissions.³¹

B. Impact on global markets

Conflict disrupts global markets, which in turn can impact global targets and our climate response. A recent example is the Russia-Ukraine war's impact on energy markets. Prior to the war, the European gas market was heavily reliant on Russian gas, which held a 35% market share at its peak.³²

However, once cheap Russian gas was no longer available, European wholesale gas prices increased to an all-time high in March 2022 and coal was brought back online in some countries in an attempt to find alternatives.³³

C. Future conflict due to climate change

The disproportionate impact of climate change on countries, especially our Pacific neighbours, will have knock-on effects. Competition over resources will increase as they become more scarce; a surge in immigration to New Zealand from countries most severely impacted by climate change, and market instability as weather patterns become more extreme and unpredictable, will certainly place a strain on international relationships, as well as impacting national defence and humanitarian relief costs. New Zealand recently signed the Agreement on Climate Change, Trade and Sustainability (ACCTS), a plurilateral trade agreement that brings together trade, climate change and sustainability agendas.³⁴ The ACCTS is the first legally binding international agreement to contain specific prohibitions on fossil fuel subsidies. It has currently been signed by Costa Rica, Iceland and Switzerland, in addition to New Zealand; however, it is designed for other countries to join over time.³⁵

2.0 Methodology

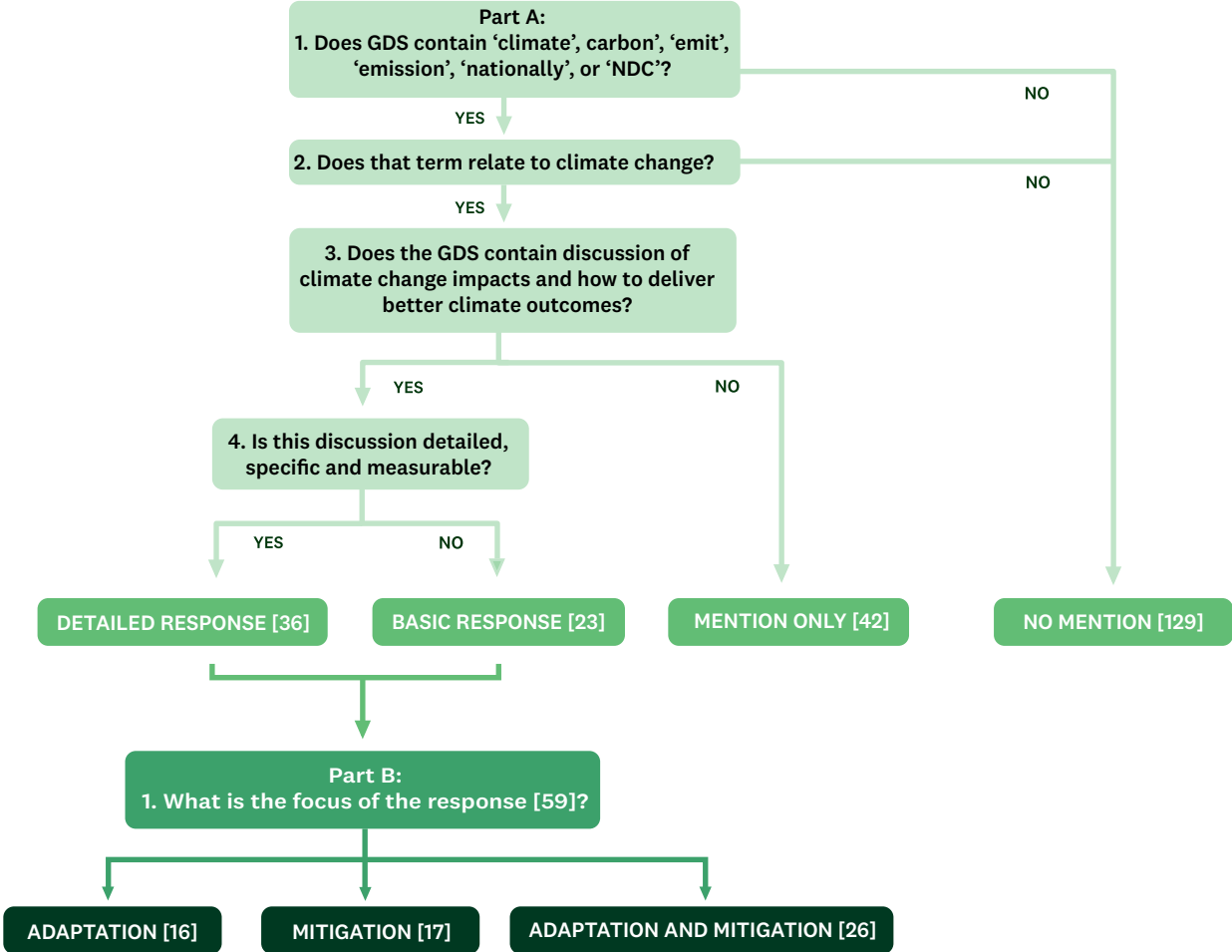
The method for selecting GDSs for analysis is discussed in depth in *Working Paper 2024/08 – Methodology for the 2023 Government Department Strategies Index (2023 Methodology)*. Based on the methodology, 230 GDS documents were found to be in operation across 26 of the potential 31 government departments. All 230 operational GDSs in the *2023 GDS Index* are listed in Appendix 8 of the *2023 Methodology*. Soft copies can be found on the Institute’s website. Key differences between the earlier *2021 GDS Index* paper on climate change, *Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021 (2022 Climate Working Paper)*,³⁶ and this paper are as follows:

- (i) There are changes to categories and terminology in the method of analysis. See Section 2.1, Part A below.
 - ‘Implicit’ becomes ‘Mention only’.
 - ‘Explicit’ becomes either ‘Basic response’ or ‘Detailed response’.
 These changes have been made to better distinguish the wide variety of GDSs that previously fell within the ‘Implicit’ category. This also offers more insight into how departments are responding.
- (ii) A second type of analysis is undertaken – the type of actions being pursued/the type of response. See Section 2.1, Part B below.

2.1 Method

The method is in two parts, see Figure 2.1 below and the explanation overleaf.

Figure 2.1: Climate intelligence flow chart



Part A – Extent of response

Each GDS has been grouped into one of four categories to reflect the extent to which it discusses climate change impacts and delivering better climate outcomes. See flow chart in Figure 2.1 (overleaf).

Stage 1: Does the GDS contain specified terms?

Each active GDS was searched for: ‘climate’; ‘carbon’; ‘emit’; ‘emissions’; ‘nationally’; and ‘NDC’. The previous *paper*, *Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021*, only searched ‘climate’, but this was broadened to include other climate-related terms. GDSs that did not contain these terms were labelled ‘No mention’.

Stage 2: If yes, do the specified terms relate to climate change?

Remaining GDSs were reviewed to check if the terms related to climate change or another context (e.g. economic ‘climate’). If they did not relate to climate change, the GDS was labelled ‘No mention’.

Stage 3: If yes, does it discuss climate change impacts and how to deliver better climate outcomes?

Remaining GDSs were reviewed to check if they discussed climate change impacts and how they hope to deliver better climate outcomes. GDSs that did not consider this were labelled ‘Mention only’.

Stage 4: If yes, is it detailed, specific and measurable?

The remaining GDSs were then reviewed to determine whether the strategy contained a detailed discussion of climate change impacts and how it would deliver better climate outcomes. GDSs that did (e.g. a strategy with several specific and measurable next steps) were labelled ‘Detailed response’ and those that did not (e.g. a strategy that plans to do more research or planning with no real detail) were labelled ‘Basic response’.

Note: ‘Mention only’, ‘Basic response’ and ‘Detailed response’ replace the ‘Implicit’ and ‘Explicit’ categories found in *Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021*. This change has been made to better distinguish the wide variety of GDSs that previously fell within the ‘Implicit’ category and focuses the analysis on how departments are responding.

Part B – Focus of response

Stage 1: What is the focus of the response?

Working Paper 2022/07 – Analysis of Climate Change in Government Department Strategies as at 31 December 2021 distinguished individual action points from each GDS. Given the ambiguous and subjective nature of that process, we have instead decided to determine the focus of each response.

Because some level of climate change is unavoidable, a response’s focus can be on:

1. **Adaptation:** adjusting to the actual or expected future climate (e.g. preparing for negative impacts, like sea level rise and extreme weather events, or taking advantage of opportunities, like longer growing seasons in some areas); and/or
2. **Mitigation:** reducing the greenhouse gases flowing into the atmosphere (e.g. reducing greenhouse gas sources, like burning fossil fuels, or enhancing the ‘sinks’ that accumulate and store these, like the oceans, forests and soil).

Categorising departments’ responses as ‘adaptation’, ‘mitigation’ or ‘adaptation and mitigation’ has allowed us to make meaningful comparisons between responses and will allow us to analyse future trends in this area.

The 59 GDSs that set out the departments’ response (i.e. labelled ‘Basic response’ or ‘Detailed response’ in Part A) were then assigned to one of the following categories based on their focus:

- **Adaptation:** responding to the effects of climate change (e.g. moving from impacted areas).
- **Mitigation:** responding to the cause of climate change (e.g. reducing emissions).
- **Adaptation and mitigation:** responding to both the cause and the effects of climate change.

2.2 Limitations and acknowledgements

It is important to emphasize that this paper has a cut-off date of 31 December 2023. This means more recent developments, such as the Government's July 2024 *Climate Strategy* is not included in the data set. This is one of the reasons the Institute is working to get a *2024 GDS Index* out in early 2025.

OIA responses

The GDS Index relies on the OIA responses from each department being consistent and accurate. Although the Institute has attempted to correct clear inconsistencies and gaps where possible (e.g. confirming jointly held GDSs were co-owned by each of the listed departments), we have not sought to further verify the responses beyond this.

Climate-related search terms

Although the climate-related search terms have been extended since the 2022 Working Paper, they are by no means comprehensive. Using specific search terms can be limiting as some strategies may use terms such as waste, sea-level rise, atmosphere, environment, etc. to refer to climate change. This means a key limitation of the methodology is that GDSs that do reference climate change, but do not use the specified terminology, are not included in our analysis.

Omitted climate response content

As mentioned above, government departments may have left action or implementation plans out of their official responses. This means there could be more detailed responses or elements in GDS packages we do not know about, which could impact a GDS's response scoring. Practically, any missed action or implementation plans may mean more GDSs falling into the 'Detailed response' or 'Basic response' categories, subsequently impacting the response focus categories too.

Recategorisation of old GDSs

Given that the methodology of this climate analysis has changed, new and old GDSs in operation were analysed in line with this. This meant several GDSs that were not previously listed as including climate content are now included. This may be because of the broader search terms now capturing this content or errors from the first time it was analysed. To avoid any confusion, previous categorisations have not been altered. This may cause slight inconsistencies when comparing the current data with the data in previous years.

3.0 Analysis

The results below indicate the extent to which the 230 operational GDS documents as at 31 December 2023 discuss climate change impacts and aim to deliver better climate outcomes in terms of mitigation and adaptation.

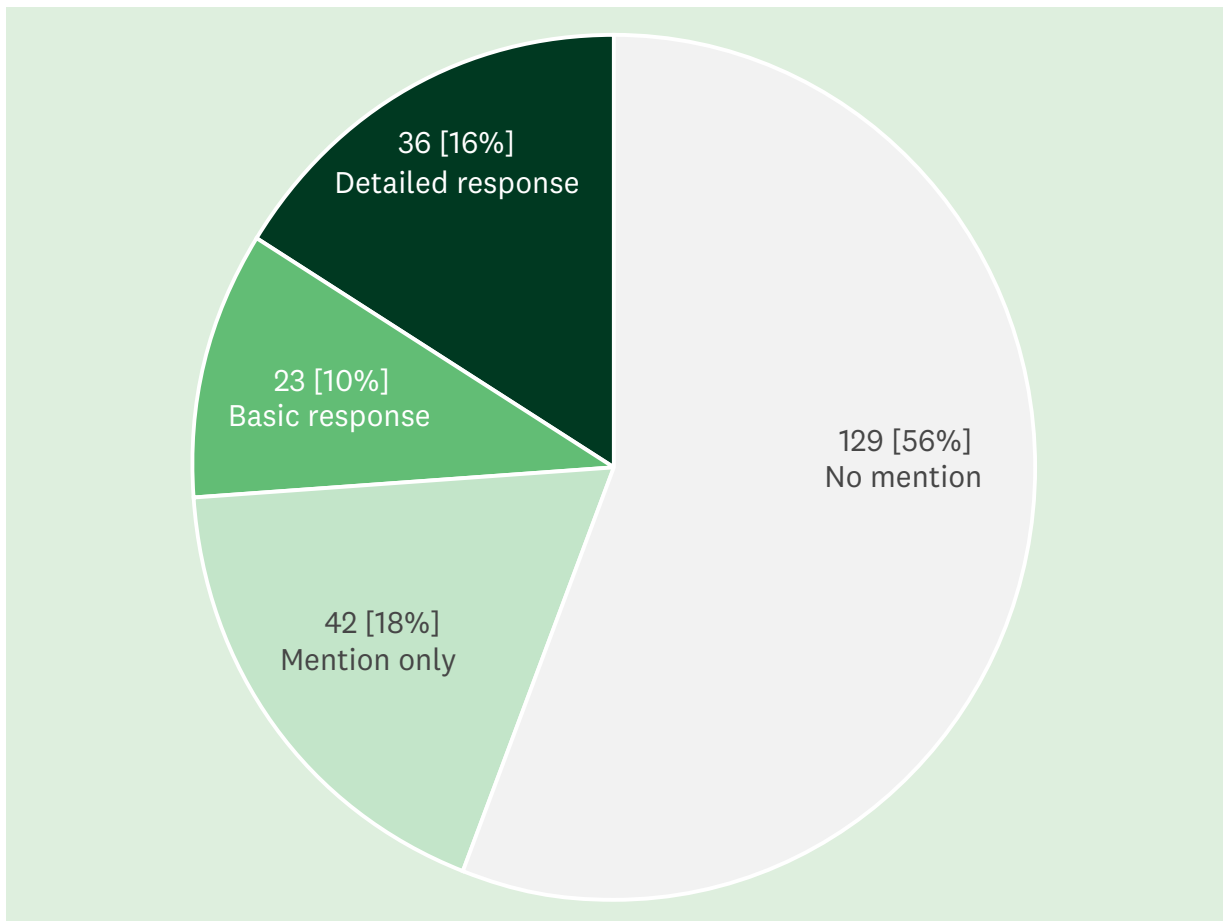
3.1 Part A: Exploring extent of mentions [230]

3.1.1 By extent of mention

Of the 230 operational GDSs, 43.9% (101 out of 230) mentioned climate change in either a detailed response, basic response or a general mention.

Of the 101 GDSs that mentioned climate change, 36 GDSs gave a detailed response, 23 gave a basic response and 42 only mentioned climate change, meaning 58.4% (59 out of 101) of the mentions were considering climate impacts and providing detailed or basic responses.

Figure 3.1: Extent of climate change response in all operational GDSs, as at 31 December 2023 [230]



3.1.2 Mentions by year of GDS Index

As illustrated in Table 3.1 below, there is an upward trend of mentions of and responses to climate change, yet the figures are still severely inadequate in the midst of a climate crisis that will impact every sector and government department to some degree.

To allow comparison to previous indexes, detailed and basic responses have been treated as corresponding to explicit* mentions.

On this basis, the number of explicit mentions of climate change increased from 18.6% (41 out of 221) in 2021 to 25.7% (59 out of 230) in 2023, an increase of 7.1%.

Table 3.1: Extent climate change discussed in operational GDSs by year of GDS Index

	No mention		Mention only		Basic response		Detailed response		GDSs in operation
2023 GDS Index									Total
2014, 2015, 2018, 2021 GDS Index as at	No mention		Implicit measure*		Explicit measure*				
30 June 2014						NA	NA	NA	136
30 June 2015						NA	NA	NA	134
31 December 2018	112	75.7%	16	10.8%			20	13.5%	148
31 December 2020	138	69.3%	26	13.1%			35	17.6%	199
31 December 2021	148	67.0%	32	14.5%			41	18.6%	221
31 December 2023	129	56.1%	42	18.3%	23		36	25.7%	230

Note to Table 3.1

* The number of measures to analyse the extent GDSs discussed climate change was increased in the 2023 GDS Index, moving from three measures to four, see Section 2.0: Method.

In the previous indices, explicit and implicit have the following meanings:

- Explicit means a detailed mention of climate change with discussion of possible impacts on the department’s approach
- Implicit means a minimal mention of climate change with little discussion of impact on the department’s approach.

3.1.3 By government department

Five departments published no GDSs at all, being 16.1% (5 out of 31).

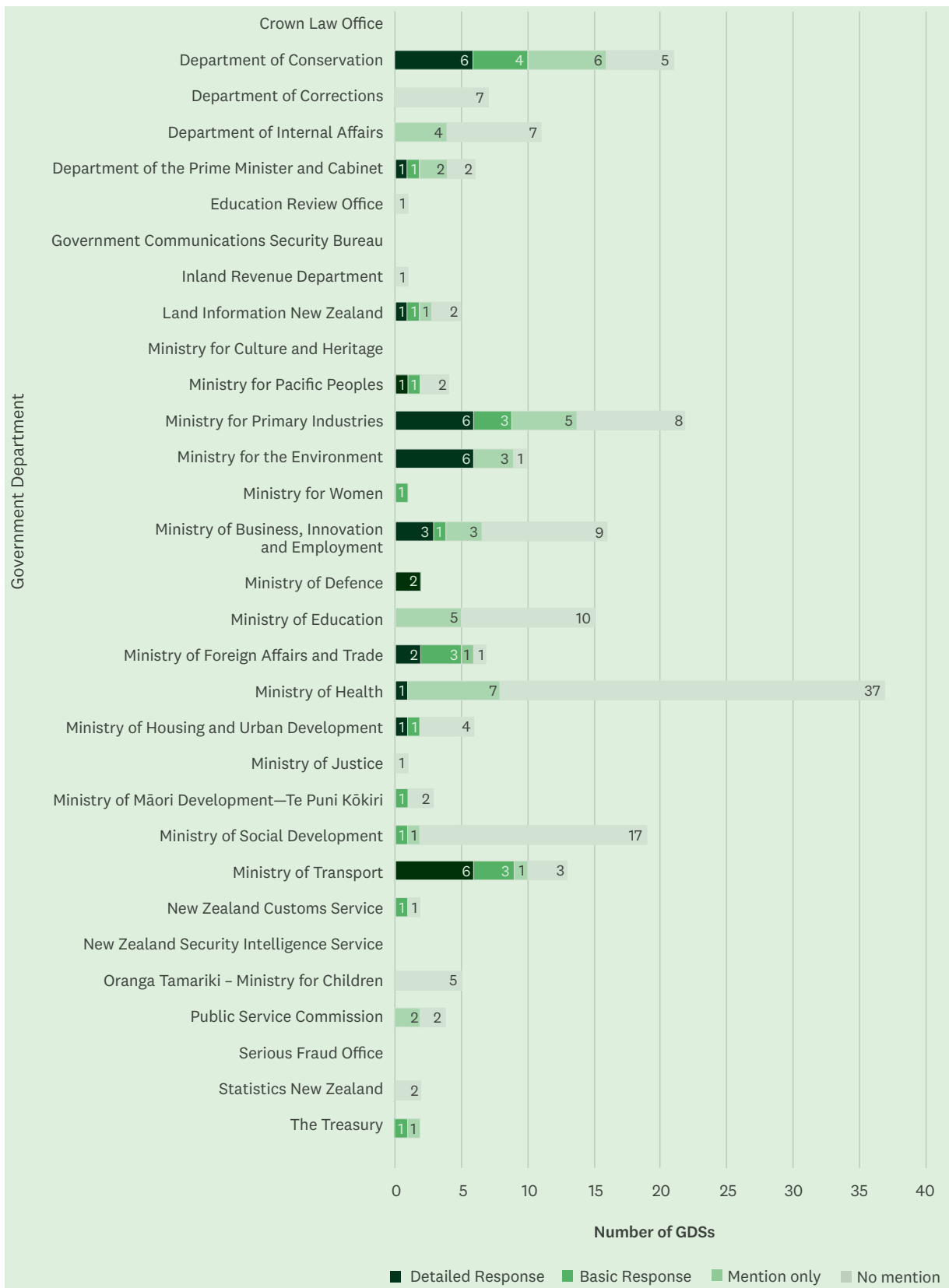
Of the 26 departments that published a GDS, only 17 departments made reference to climate change through either detailed or basic responses, being 65.4% (17 out of 26).

This means 35% (9 out of 26 departments that published GDSs) made little or no mention of climate change in any of their operational GDSs (see above).

The Department of Conservation, the Ministry for Primary Industries, the Ministry for the Environment and the Ministry of Transport had the highest number of operational GDSs containing a detailed response to climate change, with 6 each.

The Ministry of Defence had the highest percentage of operational GDSs containing a detailed response to climate change at 100% (2 out of 2).

Figure 3.2: Extent of climate change response in operational GDSs by 31 departments, as at 31 December 2023 [230]

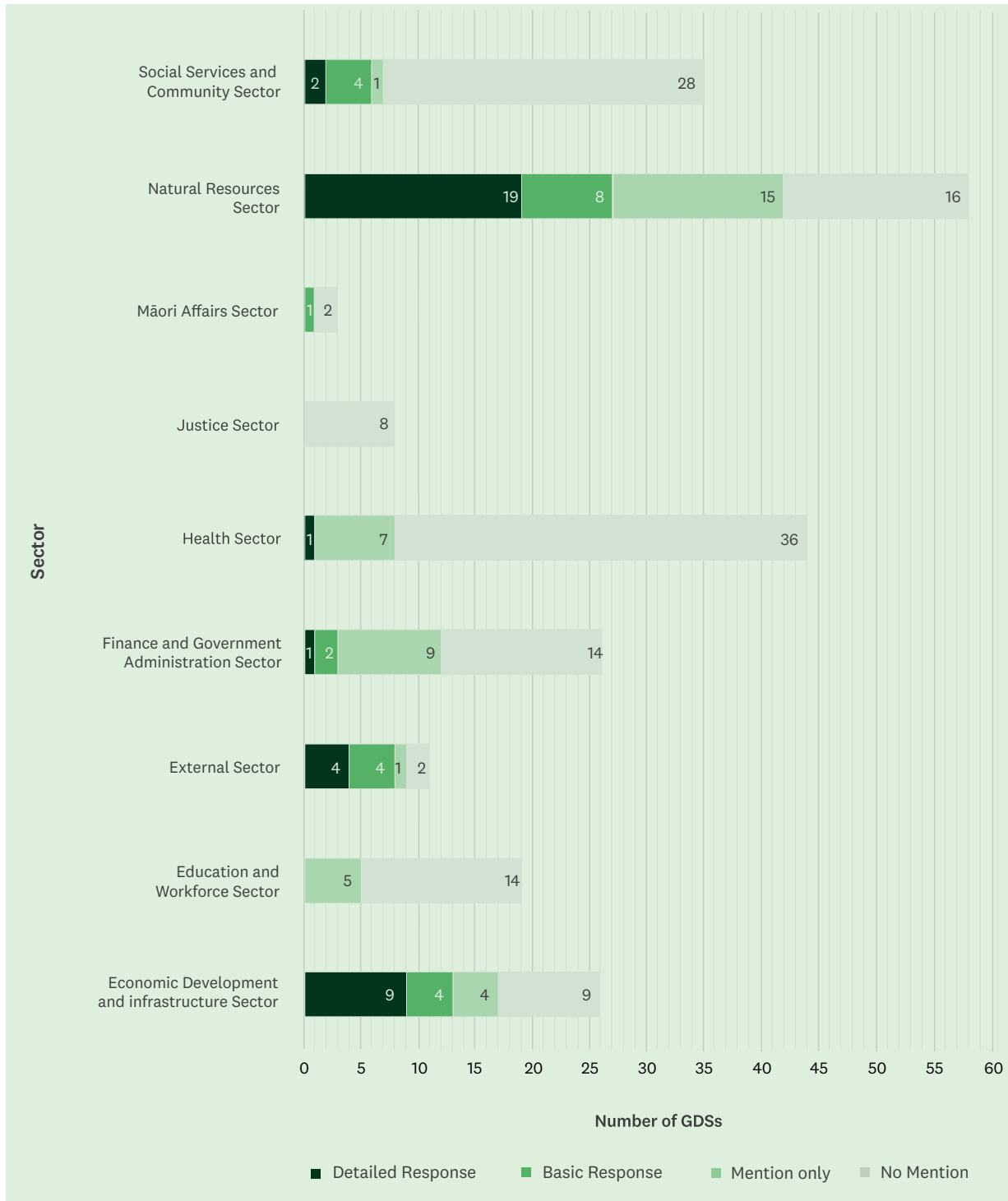


3.1.4 By sector

Of the nine sectors identified in the *2023 Budget*, seven had GDSs that discussed climate change in terms of a detailed response or a basic response (77.8%). As illustrated below, two sectors did not: the Education and Workforce Sector and the Justice Sector. Notably, the Justice Sector GDSs did not discuss climate change in any of its eight operational GDSs. In terms of a detailed response:

- Three sectors, the Education and Workforce Sector, the Justice Sector and the Māori Affairs Sector, had no GDSs that contained a detailed response to climate change.
- The Natural Resources Sector had the highest number of operational GDSs that contained a detailed response to climate change, being 19 GDSs (however, that was out of 59 GDSs).
- The External Sector had the highest percentage of operational GDSs that contained a detailed response to climate change, being 36.4% (4 out of 11 GDSs).

Figure 3.3: Extent of climate change response in operational GDSs by 9 sectors, as at 31 December 2023 [230]



Note to Figure 3.3

The groupings of departments into sectors are based on the summary tables of the *Estimates of Appropriations in the Treasury’s Budget* (the 2023 Budget).

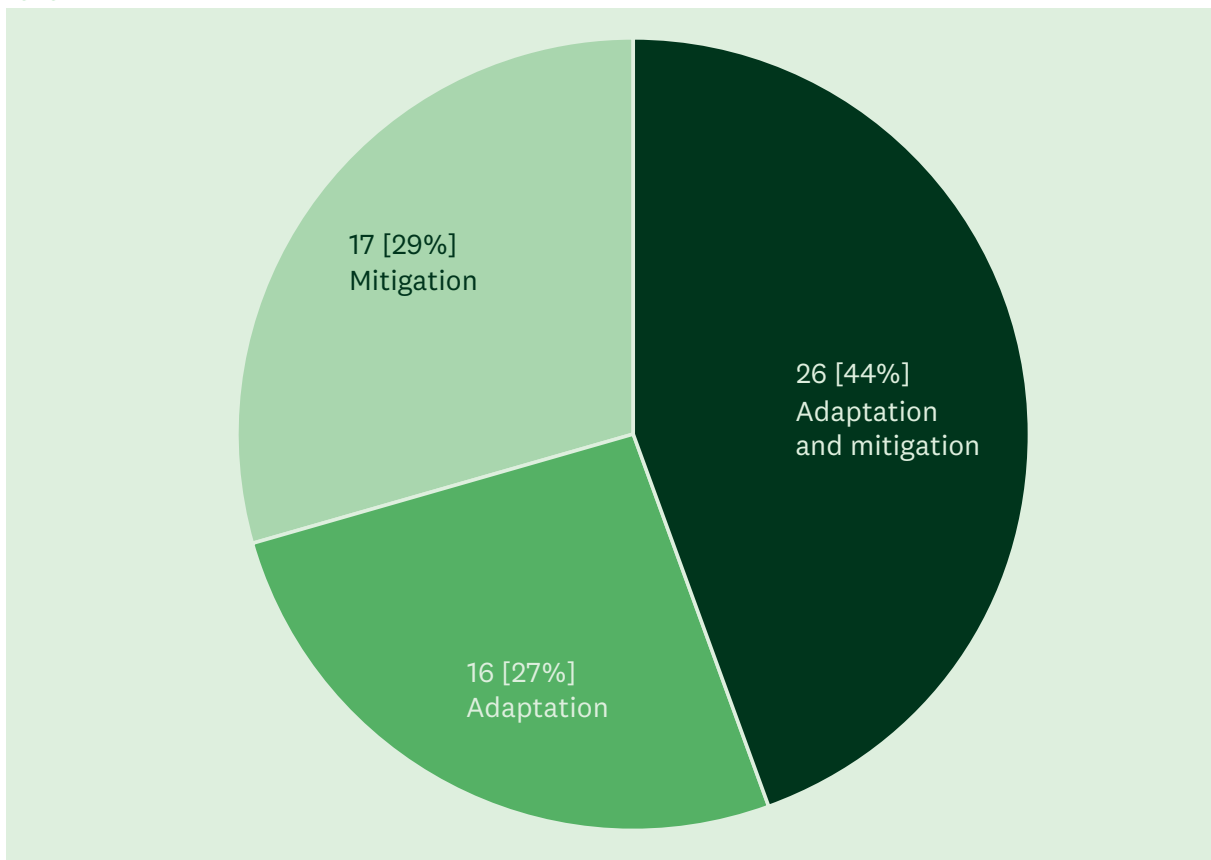
3.2 Part B: Going deeper – taking climate action [59]

The following results take a deeper look at 59 operational GDSs in the 2023 GDS Index that contained detailed or basic responses to climate change, with a specific interest in the focus of the responses in terms of climate adaptation and mitigation. Results are also provided for the departments and sectors that hold these GDSs.

3.2.1 By type of action

Of the 59 operational GDSs containing a detailed or basic response to climate change, 44.1% (26 out of 59) contained a focus on both climate adaptation and mitigation. 27.1% (16 out of 59) contained a focus on climate adaptation only and 28.8% (17 out of 59) contained a focus on climate mitigation only.

Figure 3.4: GDSs with detailed or basic responses to climate change, as at 31 December 2023 [59], by type of action



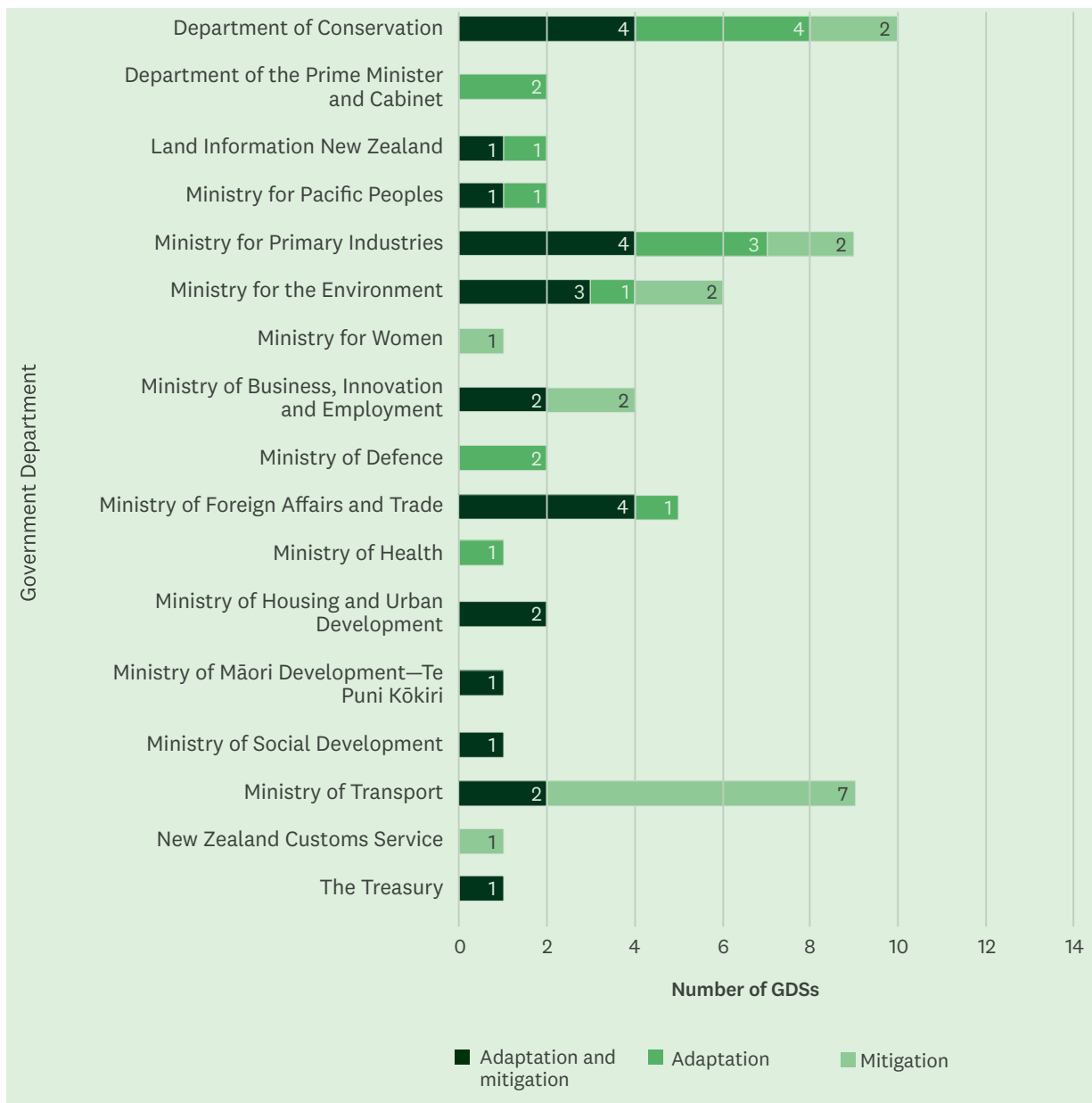
3.2.2 By government department

Of the 17 departments with GDSs containing a detailed or basic response to climate change,

- 70.6% (12 out of 17) considered both climate adaptation and mitigation in their responses.
- 17.6% (3 out of 17) considered adaptation only.
- 11.8% (2 out of 17) considered mitigation only.

Three departments, the Department of Conservation, the Ministry for Primary Industries and the Ministry of Foreign Affairs and Trade had the highest number of GDSs containing responses to both climate adaptation and mitigation, with four each.

Figure 3.5: GDSs with detailed or basic responses to climate change, as at 31 December 2023 [59], by 17 departments

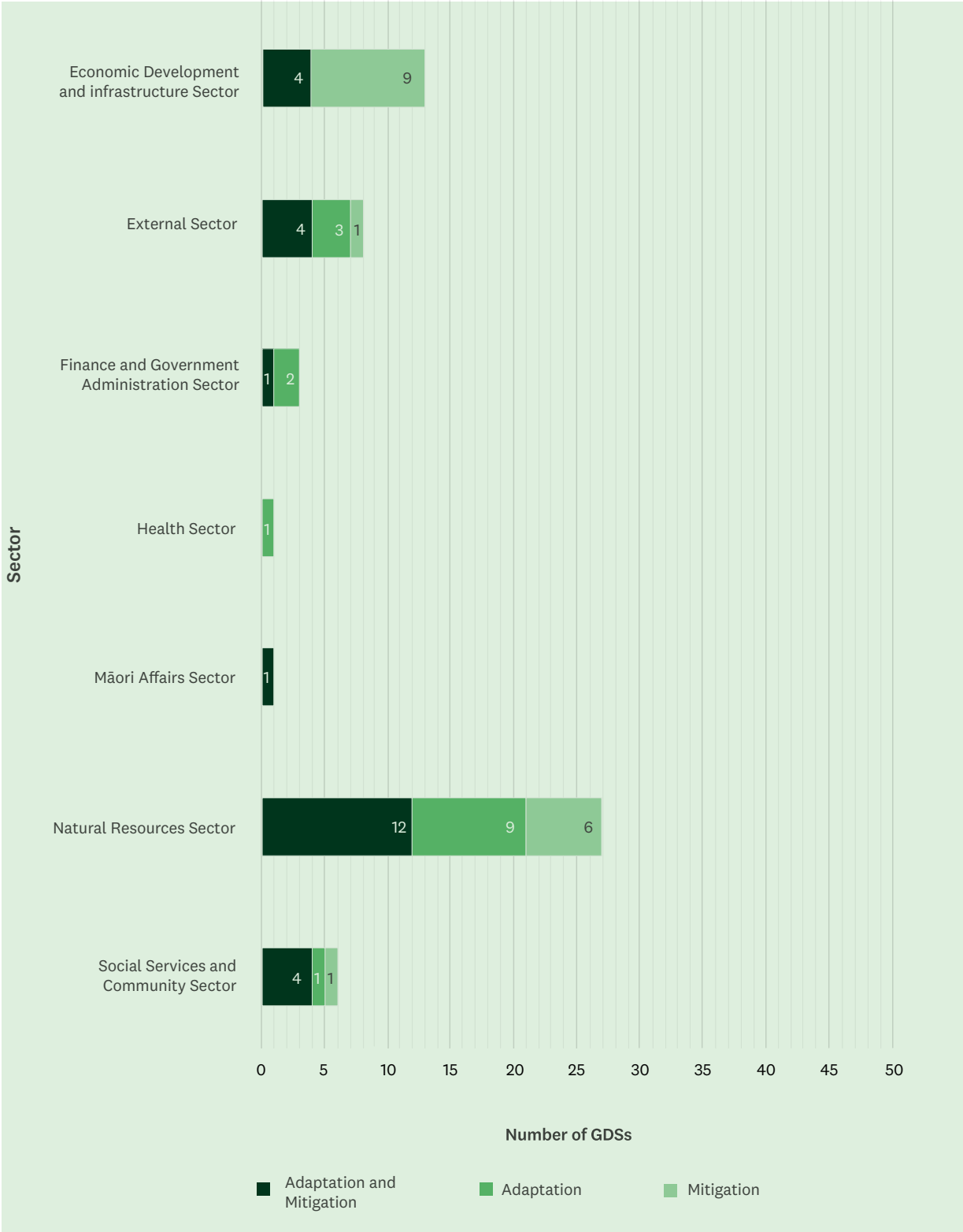


3.2.3 By sector

Of the six sectors with GDSs containing a detailed or basic response to climate change, six considered both climate adaptation and mitigation in their responses. Only one sector, the Health Sector, did not consider both adaptation and mitigation in at least one of their GDSs, but rather adaptation only.

The Natural Resources Sector had the highest number of GDSs considering both climate adaptation and mitigation with 12 out of 27 GDSs.

Figure 3.6: Operational GDSs with detailed or basic responses to climate change, as at 31 December 2023 [59], by sector



4.0 Observations

Four flaws were identified as a result of analysing the 230 operational GDSs.

4.1 Flaw 1: Failure to recognise that climate change risks exist

Recognising that a risk exists is the starting point for a conversation on how to design a strategy to minimise emissions and the impacts of climate change.

Low climate content overall

Of concern, 56% (129 out of 230) of all operational GDSs did not mention climate change. In particular:

- Only 58.4% (59 out of 101 GDSs that mentioned climate change) delved into how their department is responding or will respond.
- 6 departments did not mention climate change at all: Ministry of Justice, Inland Revenue Department, Education Review Office, Statistics New Zealand, Oranga Tamariki – Ministry for Children and Department of Corrections.
- There has been a slight increase in climate content. The percentage of GDSs that at least mention climate change has increased from 33% (73 out of 221) in 2021 to 43.9% (101 out of 230) as at 31 December 2023. Although this is encouraging, this is still remarkably low given that climate change will impact all sectors and facets of our daily lives. Importantly, the New Zealand Government declared a climate change emergency on 2 December 2020 and committed to a carbon-neutral government by 2025.³⁷
- Of the 87 GDSs new to the 2023 *GDS Index*, 28 take climate action (32%): 8 GDSs include adaptation and mitigation actions; 10 GDSs include mitigation actions only and 10 GDSs include adaptation actions only. The results suggest that New Zealand's public policy system should work harder at responding to climate change and to creating strategies that integrate mitigation and adaptation policies.

Lack of climate action

This analysis found low levels of climate change action articulated within existing strategies, with 15.7% (36 out of 230) having detailed responses and 10.0% (23 out of 230) having basic responses. In particular:

- 14 departments that published GDSs had no GDSs with detailed responses to climate change. Together these 14 departments held a total of 75 GDSs. See Figure 3.2.
- The Department of Conservation, the Ministry for Primary Industries, the Ministry for the Environment and the Ministry of Transport shared the highest number of detailed responses with 6 of each of their GDSs providing detailed responses to climate change. See Figure 3.2.
- The External Sector had the highest climate action, with 81.8% (9 out of 11) of their GDSs discussing climate change, and of these, 36.4% (4 out of 11) of them were detailed responses. See Figure 3.3.

This analysis found that a number of departments have yet to formally and intentionally take into account climate change impacts when developing strategy. If departments took a long-term view, mitigation is highly likely to reduce the cost of adaptation over the long term. Put simply, if adaptation is the ambulance at the bottom of the cliff, then mitigation is the fence at the top.

4.2 Flaw 2: Failure to apply transparency in regard to the costs, risks and benefits

Departments should aspire to a higher level of transparency over strategy development and implementation, rather than focusing solely on the needs of members of Cabinet. This is because Cabinet will be voted out if it is not effective, but officials have no direct cause-and-effect relationship with the public.

Departments are assigned public funds to develop and implement effective public policy. However, there are currently very few checks and balances to enable the effectiveness of policies to be determined, for example, ensuring approaches and actions are measurable and progress is able to be reviewed.

Lack of consultation

There is a lack of clarity over who was consulted and who is the audience. If it is unclear who is going to read and act on climate change action points, success is further reduced. In addition, being clear who was involved/consulted in the strategy is another way of building relationships with collaborators.

Lack of information

There is a lack of data and statistics on emissions or proposed emission reduction to shape strategies. For example, there is still a lot of uncertainty over how agricultural emissions can be measured and/or managed.

4.3 Flaw 3: Failure to analyse the risks of climate change

Departments need to have the necessary skills and expertise to analyse the risks of climate change. A failure to have those skills and knowledge may act as an obstacle to the identification a range of strategies, and prevent those options being costed and adequately assessed.

No consistent strategy format

There appears to be no clarity as to how climate risks should be assessed. Although this does have some benefits in terms of flexibility, it means that strategies vary widely in their analysis and overall utility.

Lack of ownership and accountability

Stewardship over government strategy is lacking. The public service needs to take stewardship over GDS documents. The GDS Index should not be the job of the Institute but that of the public service. Even the requirement to report on all operational GDSs in a department's annual report would be a step forward.

There is not enough clarity over who is responsible for implementing each GDS. Being clear over who is going to complete an action point is good management practice (see the table of actions for New Zealand's first emission reductions plan).³⁸ This is particularly necessary in the public service, where there is growing scrutiny over whether public funds are being used to contribute to the public good.

Lack of systems/uniformity

The Institute is concerned that the public service is failing to work together across government departments to focus on key challenges and opportunities. GDSs are a key instrument that could be better utilised to bring the public service together to meet climate change targets, building on existing strategic capability and sharing what works (and what does not).

There is no system for regularly reviewing progress. Reviews of strategies should be commonplace, otherwise lessons will not be learned, and strategies will not be updated in response to new information. This observation also extends to GDS monitoring and accountability. Not enough GDSs included action points. If a department does not specify who is accountable, for what, in what timeframe etc., it is unlikely progress will be made. Action points provide a means to an end and hence are a critical component of any strategy.

4.4 Flaw 4: Failure to consider strategic options available to address costs, risks and benefits

The Institute found that the majority of GDSs in operation do not mention climate change (56.2%), let alone plan actual climate action. Moreover, for those that actually do mention climate change, there is too much virtue signalling and 'planning to make a plan' with a lack of measurable steps to achieve emissions targets. This is unacceptable in a climate emergency where swift action is essential.

Although some departments may have more responsibility to coordinate climate action (e.g. the Ministry for the Environment), every department is responsible for actively considering how climate change will impact its sector, and what actions it should take to adapt to or mitigate climate change.

5.0 Recommendations

The Cambridge dictionary defines a ‘strategy’ as ‘the way in which a business, government, or other organisation carefully plans its actions over a period of time to improve its position and achieve what it wants’.³⁹ Based on this definition, only 36 of the 230 GDSs even come close to having a strategy that will deliver climate action (see list in Appendix 1).

5.1 High-level recommendations

The *2023 GDS Index Handbook* high-level recommendations are repeated here. Importantly, if they were implemented, they would contribute to the quality and alignment of climate policy:

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.

The *2023 GDS Index* includes a special focus on climate change. This paper is the result. Of the 87 GDSs new to the *2023 GDS Index*, only 28 contain a detailed response or basic response to climate change (32%). Of the 28 GDSs, 8 include both adaptation and mitigation actions, 10 include mitigation actions only, and 10 include adaptation actions only. The results suggest that New Zealand’s public policy system should work harder at responding to climate change and to creating strategies that integrate mitigation and adaptation policies.

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

5.2 Climate-specific recommendations

5. The Minister of Climate Change should require all new GDSs to take into account the impacts of climate change, as climate change will impact all sectors and facets of public policy.

More specifically every new GDS should contain content on:

1. Climate change impact – how the sector, or issue at hand, will be impacted by climate change.
2. Existing climate action – what is under way in this space to mitigate, or adapt to, climate change.
3. Opportunities for climate action – what strategic options exist.
4. Future climate action – how the department plans to further research, innovate or seek out ideas on ways to mitigate or adapt to climate change as part of its broader strategic plan and in relation to national and international climate commitments and legislative frameworks.

Having a structured and streamlined approach to climate content across all GDS will allow us to get the most out of these strategies and optimise strategic thinking. To assist departments in crafting this, the Institute has prepared a draft ‘climate strategy template’ to help guide GDS content in this area (see Section 5.3 below).

6. The Climate Change Chief Executives Board should require all new GDSs to take into account the impacts of climate change.

The Board should ask departments to regularly report to the Board on progress and ensure that strategies are based on the latest scientific evidence. The Board should ensure GDSs align with other GDSs in operation and that climate actions and measures are relevant and support national and international climate goals and targets. The Board should include the results in an annual report to the Minister of Climate.

5.3 Climate strategy template

Cabinet papers require a Climate Implications of Policy Assessment (CIPA) for proposals that include decreasing greenhouse gas emissions as a key policy objective, or which are likely to have a direct emission impact at or above 0.5 million tonnes CO₂-e within the first 10 years of the proposal period.⁴⁰ This ensures climate implications have been considered in ministers’ decision making.

However, it is not just ministers who make decisions with climate implications; many smaller decisions are outsourced to government departments. GDSs are unique documents that help set a longer-term view; they have a unique role to play in policy-making and should be comprehensive.

At a minimum, the Institute suggests all GDSs should include the following content:

A. Context: who, what, when where, why and how

Known as the five W’s and one H, these questions are a useful way to gather information and ensure frequently asked questions are answered. The list of four key questions above (see bottom of page 27) is suggested as a starting point of the type of information that might drive better climate action. This should set out how the sector (or issue at hand) will be impacted by climate change. It should also state what is already under way in this space to mitigate, and/or adapt to, climate change and what strategic options are being considered/ consulted on/ researched that may be implemented in the future.

B. Accountability: what is mandated and what is not

The template should distinguish between ‘climate actions that are mandatory for chief executives’ such as specific requirements listed in legislation or set out in policy instruments (e.g. all-of government instruments like the NDC strategy and the emissions reduction plan) and ‘climate actions that are instigated voluntarily by chief executives’. This ensures that all actions are identified in the context of meeting, or adding to, our national and international targets and there is clarity over who is accountable for what actions and when. The more specific the information, the more likely climate actions may contribute to New Zealand’s obligations under the Paris Agreement.

Table 5.1: Climate actions that are mandatory for chief executives

Action	Lead	Outputs	Timeframe	Stakeholders	Variables	Reporting
Should be specific (e.g. not just ‘we will research options further’).	Who is responsible for delivery.	1. Is this action focused on adaptation, mitigation or both? 2. Does this have any incidental impacts? (e.g. to GDP, trade, international relationships or population groups)	A clear due date and/ or reporting date.	Indication of the key stakeholders.	Risks that may prevent success – and how these may be reduced.	How will success be measured and by whom?

Table 5.2: Climate actions that are instigated voluntarily by chief executives

Action	Lead	Outputs	Timeframe	Stakeholders	Variables	Reporting
Should be specific (e.g. not just ‘we will research options further’).	Who is responsible for delivery.	1. Is this action focused on adaptation, mitigation or both? 2. Does this have any incidental impacts? (e.g. to GDP, trade, international relationships or population groups)	A clear due date and/ or reporting date.	Indication of the key stakeholders.	Risks that may prevent success – and how these may be reduced.	How will success be measured and by whom?

5.4 Next steps

The Institute is committed to regularly reviewing and assessing the government's climate change strategies. This paper builds on previous work and will be a stepping stone to further work in 2025.

The four GDS Index recommendations (mentioned above in Section 5.1) are designed to strengthen the government's strategy ecosystem. In our view, the current strategy ecosystem is not fit for purpose, and the most urgent areas for review and redesign are likely to be in the areas of climate and poverty. Climate change and poverty are strongly interlinked. Climate change brings with it a range of specific risks, such as the weakening of critical infrastructure (e.g. water and transport), more stresses on our health care system (e.g. heat exhaustion and some cancers) and an increased risk of pandemics. The future will be challenging, but we have a window to prepare and invest. How we use that window really matters.

This paper illustrates that New Zealand's 34 government departments are central to delivering effective strategy, and that means chief executives need to think harder and act carefully and decisively. Using the analogy of a forest, government department strategies (GDSs) are the trees we plant to deliver better long-term outcomes. Every strategy matters.

As we bring this paper to a close, it seems appropriate to list the diverse range of questions that remain unanswered:

- Do we need a specific climate strategy ecosystem?
- Do we have too many or too few climate strategies?
- Who manages these climate strategies?
- Who reports on these strategies? Are they independent?
- Is New Zealand making progress on these goals? In what areas?
- Is there a map of how the existing climate strategies co-exist?
- Does alignment exist between all strategies or do conflicts exist?
- Do we have any significant strategic gaps or opportunities?
- Should we have more regular report cards on progress? How often and by whom?
- Why does the Government not prepare a climate statement? The Aotearoa New Zealand climate standards, issued by the External Reporting Board (XRB), came into effect on January 1, 2023. These standards are currently mandatory for around 200 organisations to disclose detailed information about the present and future effects of climate change on their operations.
- How does Government's climate strategies align with the climate strategies of New Zealand businesses? Are there any conflicts?
- Do we educate young New Zealanders in the language of climate change?
- Do politicians know the levels of CO₂ concentration at Baring Head? Baring Head Atmospheric Research Station has been operating since 1972. The data collected makes significant contributions to our global understanding of greenhouse gases.
- What climate goals are shaping public policy? Are they the right goals?
- Is there too much or too little consultation? Who is influencing public policy on climate change (and who is not)?
- Is the climate policy based on science? If so, what science?
- Are all strategic options being identified, costed and reviewed?
- Is New Zealand moving fast enough? If no, where should we focus in 2025?

The Institute hopes to publish the *2024 GDS Index* early in 2025. Any feedback would be most welcome. Thank you for your interest in this research.

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 adaptation and mitigation (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).

Appendix 1: GDSs in operation with a ‘detailed’ climate response by department [36]

Note to Appendices 1-7

- Each department’s GDS has its own unique number (i.e. GDSaa-bb), where ‘aa’ is the department number (out of 31) and ‘bb’ is the GDS number by publication date. Hence GDS19-39 is department 19’s 39th GDS by date of publication.
- All appendices list GDSs by department, and then by date of publication.
- The column ‘Index when GDS added’ records when the GDS was first added to the Index. Options include the *2014 GDS Index*, the *2015 GDS Index*, the *2018 GDS Index*, the *2020 GDS Index*, the *2021 GDS Index* and the *2023 GDS Index*.
- The column ‘Rank out of 230 GDSs’ refers to the Transparency Scorecard, found in the *2023 GDS Index Handbook*. All GDSs are ranked against the Transparency Scorecard.
- The methodology for the GDS Index is published every year alongside the *2023 GDS Index Handbook*.

Appendix 1: GDSs in operation with a ‘detailed’ climate response by department [36]

Of the 36 GDSs,

- 1 were from the original 2014 GDS Index
- 0 were added to the 2015 GDS Index
- 5 were added to the 2018 GDS Index
- 6 were added to the 2020 GDS Index
- 8 were added to the 2021 GDS Index
- 16 were added to the 2023 GDS Index. MFE's *Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan* [GDS13–06] was ranked 1= for transparency against the Transparency Scorecard.

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS02–04	<i>Mātauranga Whakauka Taiao – Environmental Education for Sustainability</i>	02. Department of Conservation	Natural Resources Sector	July, 2017	2018 GDS Index	155=
2	GDS02–13	<i>Climate Change Adaptation Action Plan – He Whakamahere Hātepe Urutau Mō Te Huringa Āhuarangi</i>	02. Department of Conservation	Natural Resources Sector	June, 2020	2023 GDS Index	3
3	GDS02–15	<i>Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy</i>	02. Department of Conservation	Natural Resources Sector	August, 2020	2020 GDS Index	46
4	GDS02–16	<i>Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-year research strategy</i>	02. Department of Conservation	Natural Resources Sector	November, 2020	2020 GDS Index	219=
5	GDS02–17	<i>Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangi hoki</i>	02. Department of Conservation	Natural Resources Sector	January, 2021	2021 GDS Index	58
6	GDS02–21	<i>Ngā Awa, DOC's Priority River Restoration Programme</i>	02. Department of Conservation	Natural Resources Sector	2022	2023 GDS Index	120=
7	GDS05–06	<i>Secure Together – Tō Tātou Korowai Manaaki</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August, 2023	2023 GDS Index	52=
8	GDS09–05	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	09. Land Information New Zealand	Natural Resources Sector	December, 2021	2021 GDS Index	100=
9	GDS11–01	<i>Pacific Employment Action Plan</i>	11. Ministry for Pacific Peoples	Social Services and Community Sector	May, 2022	2023 GDS Index	26
10	GDS12–01	<i>Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2007	2014 GDS Index	30=
11	GDS12–07	<i>Science Strategy – Rautaki Putaiao</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2015	2018 GDS Index	118=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
12	GDS12-09	<i>Primary Sector Science Roadmap – Te Ao Tūroa</i>	12. Ministry for Primary Industries	Natural Resources Sector	June, 2017	2018 GDS Index	111=
13	GDS12-14	<i>Aquaculture Strategy</i>	12. Ministry for Primary Industries	Natural Resources Sector	September, 2019	2020 GDS Index	76
14	GDS12-17	<i>Fit for a Better World: Accelerating our economic potential</i>	12. Ministry for Primary Industries	Natural Resources Sector	July, 2020	2023 GDS Index	71=
15	GDS12-19	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	12. Ministry for Primary Industries	Natural Resources Sector	December, 2021	2021 GDS Index	100=
16	GDS13-03	<i>Mātauranga Whakauka Taiao – Environmental Education for Sustainability</i>	13. Ministry for the Environment	Natural Resources Sector	July, 2017	2018 GDS Index	155=
17	GDS13-05	<i>Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future</i>	13. Ministry for the Environment	Natural Resources Sector	November, 2021	2021 GDS Index	65=
18	GDS13-06	<i>Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand’s first emissions reduction plan</i>	13. Ministry for the Environment	Natural Resources Sector	May, 2022	2023 GDS Index	1=
19	GDS13-07	<i>Urutau, ka Taurikura: Kia tū Pakari a Aotearoa i ngā Huringa Āhuarangi – Adapt and Thrive: Building a Climate-Resilient New Zealand</i>	13. Ministry for the Environment	Natural Resources Sector	August, 2022	2023 GDS Index	18=
20	GDS13-09	<i>Te Rautaki Para – Waste Strategy</i>	13. Ministry for the Environment	Natural Resources Sector	March, 2023	2023 GDS Index	4
21	GDS13-10	<i>Nationally Determined Contribution Strategy</i>	13. Ministry for the Environment	Natural Resources Sector	October, 2023	2023 GDS Index	67=
22	GDS15-12	<i>Building for the Future: Building system regulatory strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December, 2020	2020 GDS Index	203=
23	GDS15-15	<i>Aerospace Strategy – Te Rautaki Ātea-ā-rangi o Aotearoa</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2023	2023 GDS Index	77=
24	GDS15-16	<i>Charging Our Future: National electric vehicle charging strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	October, 2023	2023 GDS Index	146=
25	GDS16-01	<i>Defence Capability Plan 2019</i>	16. Ministry of Defence	External Sector	June, 2019	2020 GDS Index	109=
26	GDS16-02	<i>Defence Policy and Strategy Statement</i>	16. Ministry of Defence	External Sector	August, 2023	2023 GDS Index	59

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
27	GDS19-42	<i>Rural Health Strategy</i>	19. Ministry of Health	Health Sector	July, 2023	<i>2023 GDS Index</i>	5
28	GDS24-11	<i>Freight and Supply Chain Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	August, 2023	<i>2023 GDS Index</i>	12
29	GDS18-06	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	18. Ministry of Foreign Affairs and Trade	External Sector	December, 2021	<i>2021 GDS Index</i>	100=
30	GDS18-07	<i>International Climate Finance Strategy – Tuia te Waka a Kiwa</i>	18. Ministry of Foreign Affairs and Trade	External Sector	August, 2022	<i>2023 GDS Index</i>	13=
31	GDS20-04	<i>Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki – Government Policy Statement on Housing and Urban Development</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	September, 2021	<i>2021 GDS Index</i>	17
32	GDS24-03	<i>Framework for Shaping our Transport System</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	June, 2018	<i>2018 GDS Index</i>	189=
33	GDS24-07	<i>Transport Evidence Base Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2019	<i>2020 GDS Index</i>	44=
34	GDS24-08	<i>Government Policy Statement on Land Transport 2021/22–2030/31</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	September, 2020	<i>2021 GDS Index</i>	49
35	GDS24-10	<i>Rail Plan</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	April, 2021	<i>2021 GDS Index</i>	60
36	GDS24-12	<i>Search and Rescue Strategic Plan</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	NK	<i>2023 GDS Index</i>	189=

**Appendix 2:
GDSs in operation with a
'basic' climate response by
department [23]**

Appendix 2: GDSs in operation with a ‘basic’ climate response by department [23]

Of the 23 GDSs,

- 2 were from the original 2014 GDS Index
- 0 were added to the 2015 GDS Index
- 0 were added to the 2018 GDS Index
- 7 were added to the 2020 GDS Index
- 3 were added to the 2021 GDS Index
- 11 were added to the 2023 GDS Index. MPP's *Pacific Languages Strategy* [GDS11-02] was ranked 1= for transparency against the Transparency Scorecard.

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS02-02	<i>Subantarctic Islands Research Strategy</i>	02. Department of Conservation	Natural Resources Sector	May, 2005	2014 GDS Index	178=
2	GDS02-05	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan</i>	02. Department of Conservation	Natural Resources Sector	July, 2017	2020 GDS Index	126=
3	GDS02-08	<i>Government Tourism Strategy</i>	02. Department of Conservation	Natural Resources Sector	May, 2019	2020 GDS Index	93=
4	GDS02-19	<i>Procurement Strategy for Roading Activities</i>	02. Department of Conservation	Natural Resources Sector	May, 2022	2023 GDS Index	95=
5	GDS05-01	<i>National Disaster Resilience Strategy – Rautaki ā-Motu Manawaroa Aituā</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	April, 2019	2020 GDS Index	33
6	GDS09-04	<i>New Zealand Geographic Board Strategy</i>	09. Land Information New Zealand	Natural Resources Sector	April, 2020	2023 GDS Index	213
7	GDS11-02	<i>Pacific Languages Strategy</i>	11. Ministry for Pacific Peoples	Social Services and Community Sector	August, 2022	2023 GDS Index	1=
8	GDS12-10	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan</i>	12. Ministry for Primary Industries	Natural Resources Sector	July, 2017	2020 GDS Index	126=
9	GDS12-21	<i>National Inshore Finfish Fisheries Plan</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2022	2023 GDS Index	163=
10	GDS12-22	<i>Wallaby Strategy: Achieving a wallaby-free Aotearoa</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2022	2023 GDS Index	61=
11	GDS14-01	<i>Te Mahere Whai Mahi Wāhine – Women’s Employment Action Plan</i>	14. Ministry for Women	Social Services and Community Sector	June, 2022	2023 GDS Index	16
12	GDS15-14	<i>Regulatory Systems Stewardship Strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	March, 2023	2023 GDS Index	71=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
13	GDS18-01	<i>International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]</i>	18. Ministry of Foreign Affairs and Trade	External Sector	November, 2019	2020 GDS Index	223
14	GDS18-04	<i>Child & Youth Well-Being Strategic Action Plan</i>	18. Ministry of Foreign Affairs and Trade	External Sector	May, 2021	2021 GDS Index	206=
15	GDS18-05	<i>Human Rights Strategic Action Plan for International Development Cooperation</i>	18. Ministry of Foreign Affairs and Trade	External Sector	October, 2021	2021 GDS Index	206=
16	GDS20-05	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	March, 2022	2023 GDS Index	8=
17	GDS22-03	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i>	22. Ministry of Māori Development—Te Puni Kōkiri	Māori Affairs Sector	March, 2022	2023 GDS Index	34=
18	GDS23-17	<i>Employment and Social Outcomes Investment Strategy</i>	23. Ministry of Social Development	Social Services and Community Sector	June, 2022	2023 GDS Index	80=
19	GDS24-01	<i>National Airspace Policy of New Zealand</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	April, 2012	2014 GDS Index	203=
20	GDS24-06	<i>Road to Zero – New Zealand's Road Safety Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2019	2020 GDS Index	27=
21	GDS24-09	<i>Maritime Security Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2020	2020 GDS Index	47=
22	GDS25-02	<i>Rautaki Mana Ārai – Customs Strategy</i>	25. New Zealand Customs Service	External Sector	NK, 2023	2023 GDS Index	38=
23	GDS31-02	<i>He Tirohanga Mokopuna 2021 – Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing</i>	31. The Treasury	Finance and Government Administration Sector	September, 2021	2021 GDS Index	111=

**Appendix 3:
GDSs in operation that only
'mention' climate change by
department [42]**

Appendix 3: GDSs in operation that only ‘mention’ climate change by department [42]

Of the 42 GDSs,

- 3 were from the original 2014 GDS Index
- 0 were added to the 2015 GDS Index
- 4 were added to the 2018 GDS Index
- 9 were added to the 2020 GDS Index
- 7 were added to the 2021 GDS Index
- 19 were added to the 2023 GDS Index. MPP's *Pacific Languages Strategy* [GDS11-02] was ranked 1= for transparency against the Transparency Scorecard.

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS02-03	<i>Wilding Conifer Management Strategy</i>	02. Department of Conservation	Natural Resources Sector	December, 2014	2023 GDS Index	100=
2	GDS02-07	<i>Kiwi Recovery Plan – Mahere Whakaora Kiwi</i>	02. Department of Conservation	Natural Resources Sector	November, 2018	2023 GDS Index	13=
3	GDS02-10	<i>Predator Free 2050 Strategy</i>	02. Department of Conservation	Natural Resources Sector	February, 2020	2020 GDS Index	52=
4	GDS02-14	<i>Te Kaweka Takohaka mō te Hoiho</i>	02. Department of Conservation	Natural Resources Sector	August, 2020	2020 GDS Index	131=
5	GDS02-18	<i>Hector’s and Māui Dolphin Threat Management Plan 2020</i>	02. Department of Conservation	Natural Resources Sector	December, 2021	2021 GDS Index	71=
6	GDS02-20	<i>A Structured Decision-Making Approach for the Recovery of Kuaka/Whenua Hou Diving Petrel (Pelecanoides whenuahouensis)</i>	02. Department of Conservation	Natural Resources Sector	June, 2022	2023 GDS Index	126=
7	GDS04-02	<i>Archives 2057 Strategy</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	May, 2017	2018 GDS Index	170=
8	GDS04-06	<i>Strategy for a Digital Public Service</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	March, 2020	2020 GDS Index	129=
9	GDS04-08	<i>Regulatory Services Group Strategy</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	July, 2021	2021 GDS Index	151=
10	GDS04-10	<i>Te Rautaki Matihiko mō Aotearoa – The Digital Strategy for Aotearoa</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	September, 2022	2023 GDS Index	8=
11	GDS05-03	<i>Child and Youth Wellbeing Strategy</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August, 2019	2020 GDS Index	37

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
12	GDS05-04	<i>National Fuel Plan</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	March, 2020	2021 GDS Index	111=
13	GDS09-03	<i>Regulatory Stewardship Strategy</i>	09. Land Information New Zealand	Natural Resources Sector	August, 2018	2020 GDS Index	136=
14	GDS12-02	<i>Harvest Strategy Standard for New Zealand Fisheries</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2008	2014 GDS Index	176
15	GDS12-06	<i>Wilding Conifer Management Strategy</i>	12. Ministry for Primary Industries	Natural Resources Sector	December, 2014	2023 GDS Index	86=
16	GDS12-08	<i>Biosecurity 2025 Direction Statement</i>	12. Ministry for Primary Industries	Natural Resources Sector	November, 2016	2018 GDS Index	136=
17	GDS12-18	<i>Te Kaweka Takohaka mō te Hoiho</i>	12. Ministry for Primary Industries	Natural Resources Sector	August, 2020	2020 GDS Index	131=
18	GDS12-20	<i>A Strategy for New Zealand Food Safety: Strategy refresh</i>	12. Ministry for Primary Industries	Natural Resources Sector	August, 2022	2023 GDS Index	131=
19	GDS13-02	<i>Clean Healthy Air for all New Zealanders</i>	13. Ministry for the Environment	Natural Resources Sector	August, 2011	2014 GDS Index	136=
20	GDS13-04	<i>Our Science Strategy – Rautaki Pūtaiao</i>	13. Ministry for the Environment	Natural Resources Sector	May, 2018	2018 GDS Index	143=
21	GDS15-06	<i>Health Research Strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	June, 2017	2021 GDS Index	163=
22	GDS13-08	<i>Updated National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants</i>	13. Ministry for the Environment	Natural Resources Sector	December, 2022	2023 GDS Index	52=
23	GDS15-10	<i>National Fuel Plan</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	March, 2020	2021 GDS Index	111=
24	GDS15-13	<i>Employment Strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	November, 2022	2023 GDS Index	196=
25	GDS17-04	<i>Te Rautaki Rawa Kura – The School Property Strategy 2030</i>	17. Ministry of Education	Education and Workforce Sector	June, 2020	2023 GDS Index	52=
26	GDS17-12	<i>Hei Raukura mō te Mokopuna – A Te Reo Matatini and Pāngarau Strategy</i>	17. Ministry of Education	Education and Workforce Sector	August, 2022	2023 GDS Index	136=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
27	GDS17-13	<i>International Education Strategy</i>	17. Ministry of Education	Education and Workforce Sector	August, 2022	2023 GDS Index	43
28	GDS17-14	<i>Connected Ako: Digital and data for learning (a strategy for education agencies)</i>	17. Ministry of Education	Education and Workforce Sector	June, 2023	2023 GDS Index	100=
29	GDS17-15	<i>Action Plan for Pacific Education: 2023 refresh</i>	17. Ministry of Education	Education and Workforce Sector	July, 2023	2023 GDS Index	30=
30	GDS18-02	<i>India – New Zealand 2025: Investing in the Relationship</i>	18. Ministry of Foreign Affairs and Trade	External Sector	February, 2020	2020 GDS Index	219=
31	GDS19-08	<i>He Korowai Oranga – Māori Health Strategy</i>	19. Ministry of Health	Health Sector	June, 2014	2014 GDS Index	169
32	GDS19-15	<i>Health Research Strategy</i>	19. Ministry of Health	Health Sector	June, 2017	2021 GDS Index	120=
33	GDS19-30	<i>Kia Manawanui Aotearoa – Long-term pathway to mental wellbeing</i>	19. Ministry of Health	Health Sector	August, 2021	2021 GDS Index	51
34	GDS19-38	<i>Health Strategy</i>	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index	6=
35	GDS19-39	<i>Pae Tū: Hauora Māori Strategy</i>	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index	24
36	GDS19-41	<i>Te Mana Ola – The Pacific Health Strategy</i>	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index	25
37	GDS19-43	<i>Women’s Health Strategy</i>	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index	13=
38	GDS23-06	<i>Better Later Life – He Oranga Kaumātua</i>	23. Ministry of Social Development	Social Services and Community Sector	November, 2019	2020 GDS Index	61=
39	GDS24-04	<i>Taking Flight: An Aviation System for the Automated Age [Drone Integration Paper]</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	July, 2019	2020 GDS Index	162
40	GDS28-03	<i>Fourth National Action Plan – Te Tuawhā o ngā Mahere Mahi ā-Motu</i>	28. Public Service Commission	Finance and Government Administration Sector	December, 2022	2023 GDS Index	52=
41	GDS28-04	<i>Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa – The Leadership Strategy for New Zealand’s Public Service</i>	28. Public Service Commission	Finance and Government Administration Sector	July, 2023	2023 GDS Index	38=
42	GDS31-01	<i>Thirty Year New Zealand Infrastructure Plan</i>	31. The Treasury	Finance and Government Administration Sector	August, 2015	2018 GDS Index	93=

**Appendix 4:
GDSs in operation that do not
mention climate change by
department [129]**

Appendix 4: GDSs in operation that do not mention climate change by department by department [129]

Of the 129 GDSs,

- 10 were from the original 2014 GDS Index
- 4 were added to the 2015 GDS Index
- 22 were added to the 2018 GDS Index
- 27 were added to the 2020 GDS Index
- 25 were added to the 2021 GDS Index
- 41 were added to the 2023 GDS Index.

For 66 GDSs, published between 2021 and 2023, to not mention climate change raises serious concerns about the ability of New Zealand's public policy system to respond to the announcement of a climate emergency on 2 December 2020 (being 29%, 66 out of 230 GDSs in operation).

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS02-01	<i>Karst Management Guidelines – Policies and Actions</i>	02. Department of Conservation	Natural Resources Sector	May, 1999	2023 GDS Index	155=
2	GDS02-06	<i>National Compliance Strategy</i>	02. Department of Conservation	Natural Resources Sector	August, 2017	2018 GDS Index	214=
3	GDS02-09	<i>National RMA and EEZA [Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012] Advocacy Strategy</i>	02. Department of Conservation	Natural Resources Sector	June, 2019	2023 GDS Index	225=
4	GDS02-11	<i>Visitor Centre Strategy</i>	02. Department of Conservation	Natural Resources Sector	February, 2020	2021 GDS Index	131=
5	GDS02-12	<i>National Plan of Action – Seabirds</i>	02. Department of Conservation	Natural Resources Sector	May, 2020	2020 GDS Index	146=
6	GDS03-01	<i>Hōkai Rangī: Ara Poutama Aotearoa Strategy</i>	03. Department of Corrections	Justice Sector	August, 2019	2020 GDS Index	109=
7	GDS03-02	<i>Our Alcohol and Other Drug Strategy – Ara Poutama Aotearoa Strategy</i>	03. Department of Corrections	Justice Sector	October, 2021	2021 GDS Index	80=
8	GDS03-03	<i>Wāhine – E rere ana ki te pae hou: Women's Strategy 2021-2025</i>	03. Department of Corrections	Justice Sector	October, 2021	2021 GDS Index	70
9	GDS03-04	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	03. Department of Corrections	Justice Sector	December, 2021	2023 GDS Index	18=
10	GDS03-05	<i>Ara Poutama Aotearoa – Suicide Prevention and Postvention Action Plan</i>	03. Department of Corrections	Justice Sector	March, 2022	2023 GDS Index	38=
11	GDS03-06	<i>Disability Action Plan</i>	03. Department of Corrections	Justice Sector	February, 2023	2023 GDS Index	41
12	GDS03-07	<i>Ageing Well Action Plan</i>	03. Department of Corrections	Justice Sector	August, 2023	2023 GDS Index	67=
13	GDS04-01	<i>Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	December, 2016	2018 GDS Index	212

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
14	GDS04-03	<i>Digital Inclusion Blueprint – Te Mahere mō te Whakaurunga Matihiko</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	March, 2019	2021 GDS Index	168
15	GDS04-04	<i>Office of Ethnic Communities – Strategic Framework</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	January, 2020	2020 GDS Index	230
16	GDS04-05	<i>Anti-Money Laundering and Countering Financing of Terrorism Group Framework</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	February, 2020	2023 GDS Index	209
17	GDS04-07	<i>Charities Services Research Strategy</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	March, 2021	2021 GDS Index	227
18	GDS04-09	<i>Approach to Regulation of Anti-Money Laundering and Countering Financing of Terrorism</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	July, 2022	2023 GDS Index	173=
19	GDS04-11	<i>Strategy 2022–2025: A pathway to an Aotearoa where ethnic communities feel at home</i>	04. Department of Internal Affairs	Finance and Government Administration Sector	September, 2022	2023 GDS Index	71=
20	GDS05-02	<i>Cyber Security Strategy 2019</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	July, 2019	2020 GDS Index	125
21	GDS05-05	<i>Countering Terrorism and Violent Extremism Strategy</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	June, 2021	2023 GDS Index	111=
22	GDS06-01	<i>Pacific Strategy: Driving success for Pacific learners</i>	06. Education Review Office	Education and Workforce Sector	April, 2019	2020 GDS Index	214=
23	GDS08-01	<i>Our Strategy: Improving oranga for current and future generations</i>	08. Inland Revenue Department	Finance and Government Administration Sector	NK, 2023	2023 GDS Index	228
24	GDS09-01	<i>Cadastre 2034</i>	09. Land Information New Zealand	Natural Resources Sector	February, 2014	2015 GDS Index	84=
25	GDS09-02	<i>Positioning Strategy</i>	09. Land Information New Zealand	Natural Resources Sector	May, 2014	2018 GDS Index	194
26	GDS11-03	<i>Pacific Wellbeing Strategy</i>	11. Ministry for Pacific Peoples	Social Services and Community Sector	September, 2022	2023 GDS Index	30=
27	GDS11-04	<i>Fale mo Aiga – Pacific Housing Strategy</i>	11. Ministry for Pacific Peoples	Social Services and Community Sector	November, 2022	2023 GDS Index	71=
28	GDS12-03	<i>Research and Science Information Standard for New Zealand Fisheries</i>	12. Ministry for Primary Industries	Natural Resources Sector	May, 2011	2018 GDS Index	224

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
29	GDS12-04	<i>Animal Welfare Matters</i>	12. Ministry for Primary Industries	Natural Resources Sector	May, 2013	2018 GDS Index	189=
30	GDS12-05	<i>National Plan of Action for the Conservation and Management of Sharks</i>	12. Ministry for Primary Industries	Natural Resources Sector	January, 2014	2020 GDS Index	120=
31	GDS12-11	<i>National Blue Cod Strategy</i>	12. Ministry for Primary Industries	Natural Resources Sector	December, 2018	2018 GDS Index	195
32	GDS12-12	<i>National Fisheries Plan for Deepwater and Middle-depth Fisheries</i>	12. Ministry for Primary Industries	Natural Resources Sector	May, 2019	2023 GDS Index	219=
33	GDS12-13	<i>National Fisheries Plan for Highly Migratory Species</i>	12. Ministry for Primary Industries	Natural Resources Sector	May, 2019	2023 GDS Index	173=
34	GDS12-15	<i>Cadmium and New Zealand Agriculture and Horticulture</i>	12. Ministry for Primary Industries	Natural Resources Sector	December, 2019	2021 GDS Index	100=
35	GDS12-16	<i>National Plan of Action – Seabirds</i>	12. Ministry for Primary Industries	Natural Resources Sector	May, 2020	2020 GDS Index	146=
36	GDS13-01	<i>Urban Design Protocol</i>	13. Ministry for the Environment	Natural Resources Sector	March, 2005	2018 GDS Index	155=
37	GDS15-01	<i>Vision Mātauranga</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2007	2014 GDS Index	178=
38	GDS15-02	<i>Strategy to 2040: He kai kei aku ringa – The Crown-Māori Economic Growth Partnership</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	November, 2012	2014 GDS Index	155=
39	GDS15-03	<i>Refugee Settlement: Resettlement Strategy</i>	15. Ministry of Business, Innovation and Employment	Education and Workforce Sector	December, 2012	2014 GDS Index	218
40	GDS15-04	<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	Education and Workforce Sector	July, 2014	2015 GDS Index	95=
41	GDS15-05	<i>National Statement of Science Investment</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	October, 2015	2018 GDS Index	67=
42	GDS15-07	<i>Health and Safety at Work Strategy</i>	15. Ministry of Business, Innovation and Employment	Education and Workforce Sector	December, 2018	2018 GDS Index	214=
43	GDS15-08	<i>Conformance System Strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2019	2020 GDS Index	225=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
44	GDS15-09	<i>Technical Barriers to Trade (TBT) Strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	NK, 2019	2020 GDS Index	189=
45	GDS15-11	<i>Combatting Modern Forms of Slavery</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December, 2020	2021 GDS Index	163=
46	GDS17-01	<i>Nation of Curious Minds – He Whenua Hihiri i te Mahara: A national strategic plan for science in society</i>	17. Ministry of Education	Education and Workforce Sector	July, 2014	2018 GDS Index	95=
47	GDS17-02	<i>International Student Wellbeing Strategy</i>	17. Ministry of Education	Education and Workforce Sector	June, 2017	2018 GDS Index	217
48	GDS17-03	<i>Learning Support Action Plan</i>	17. Ministry of Education	Education and Workforce Sector	July, 2019	2020 GDS Index	61=
49	GDS17-05	<i>Ka Hikitia - Ka Hāpaitia – The Māori Education Strategy</i>	17. Ministry of Education	Education and Workforce Sector	July, 2020	2020 GDS Index	173=
50	GDS17-06	<i>Tau Mai te Reo – The Māori language in education strategy</i>	17. Ministry of Education	Education and Workforce Sector	July, 2020	2020 GDS Index	203=
51	GDS17-07	<i>Statement of National Education and Learning Priorities</i>	17. Ministry of Education	Education and Workforce Sector	November, 2020	2021 GDS Index	178=
52	GDS17-08	<i>Tertiary Education Strategy</i>	17. Ministry of Education	Education and Workforce Sector	November, 2020	2021 GDS Index	186=
53	GDS17-09	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	17. Ministry of Education	Education and Workforce Sector	December, 2021	2023 GDS Index	34=
54	GDS17-10	<i>Literacy & Communication and Maths Strategy</i>	17. Ministry of Education	Education and Workforce Sector	March, 2022	2023 GDS Index	52=
55	GDS17-11	<i>Attendance and Engagement Strategy</i>	17. Ministry of Education	Education and Workforce Sector	June, 2022	2023 GDS Index	50
56	GDS18-03	<i>Gender Action Plan</i>	18. Ministry of Foreign Affairs and Trade	External Sector	January, 2021	2021 GDS Index	206=
57	GDS19-01	<i>Palliative Care Strategy</i>	19. Ministry of Health	Health Sector	February, 2001	2014 GDS Index	118=
58	GDS19-02	<i>Sexual and Reproductive Health Strategy – Phase One</i>	19. Ministry of Health	Health Sector	October, 2001	2014 GDS Index	186=
59	GDS19-03	<i>Cancer Control Strategy</i>	19. Ministry of Health	Health Sector	August, 2003	2014 GDS Index	80=
60	GDS19-04	<i>Medicines New Zealand</i>	19. Ministry of Health	Health Sector	December, 2007	2014 GDS Index	198

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
61	GDS19-05	<i>Ambulance Service Strategy</i>	19. Ministry of Health	Health Sector	June, 2009	2014 GDS Index	181=
62	GDS19-06	<i>National Plan for Child Cancer Services in New Zealand</i>	19. Ministry of Health	Health Sector	December, 2011	2018 GDS Index	86=
63	GDS19-07	<i>Care Closer to Home</i>	19. Ministry of Health	Health Sector	February, 2014	2014 GDS Index	229
64	GDS19-09	<i>Cancer Plan</i>	19. Ministry of Health	Health Sector	December, 2014	2018 GDS Index	155=
65	GDS19-10	<i>Implementing Medicines New Zealand</i>	19. Ministry of Health	Health Sector	June, 2015	2015 GDS Index	181=
66	GDS19-11	<i>Cancer Health Information Strategy</i>	19. Ministry of Health	Health Sector	July, 2015	2018 GDS Index	181=
67	GDS19-12	<i>Living Well with Diabetes</i>	19. Ministry of Health	Health Sector	October, 2015	2018 GDS Index	151=
68	GDS19-13	<i>Disability Strategy 2016-2026</i>	19. Ministry of Health	Health Sector	November, 2016	2018 GDS Index	146=
69	GDS19-14	<i>Healthy Ageing Strategy</i>	19. Ministry of Health	Health Sector	December, 2016	2023 GDS Index	136=
70	GDS19-16	<i>Faiva Ora 2016-2021 – National Pasifika Disability Plan</i>	19. Ministry of Health	Health Sector	August, 2017	2018 GDS Index	90=
71	GDS19-17	<i>Influenza Pandemic Plan: A framework for action</i>	19. Ministry of Health	Health Sector	August, 2017	2020 GDS Index	136=
72	GDS19-18	<i>Whāia Te Ao Mārama 2018 to 2022 – The Māori Disability Action Plan</i>	19. Ministry of Health	Health Sector	March, 2018	2018 GDS Index	199=
73	GDS19-19	<i>Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy</i>	19. Ministry of Health	Health Sector	March, 2018	2018 GDS Index	151=
74	GDS19-20	<i>Mental Health and Addiction Workforce Action Plan</i>	19. Ministry of Health	Health Sector	April, 2018	2018 GDS Index	90=
75	GDS19-21	<i>National Poliomyelitis Response Plan for New Zealand</i>	19. Ministry of Health	Health Sector	February, 2019	2020 GDS Index	219=
76	GDS19-22	<i>National Syphilis Action Plan</i>	19. Ministry of Health	Health Sector	June, 2019	2020 GDS Index	189=
77	GDS19-23	<i>Every Life Matters – He Tapu te Oranga o ia Tangata – Suicide Prevention Strategy</i>	19. Ministry of Health	Health Sector	September, 2019	2020 GDS Index	86=
78	GDS19-24	<i>Planned Care Strategic Approach</i>	19. Ministry of Health	Health Sector	September, 2019	2021 GDS Index	170=
79	GDS19-25	<i>COVID-19 Health and Disability System Response Plan</i>	19. Ministry of Health	Health Sector	April, 2020	2020 GDS Index	181=
80	GDS19-26	<i>Ola Manuia – Pacific Health and Wellbeing Action Plan</i>	19. Ministry of Health	Health Sector	June, 2020	2020 GDS Index	95=
81	GDS19-27	<i>Whakamaua – Māori Health Action Plan</i>	19. Ministry of Health	Health Sector	July, 2020	2020 GDS Index	86=
82	GDS19-28	<i>Kaiāwhina Workforce Action Plan</i>	19. Ministry of Health	Health Sector	November, 2020	2020 GDS Index	210=
83	GDS19-29	<i>Kia Kaha, Kia Māia, Kia Ora Aotearoa: COVID-19 Psychosocial and Mental Wellbeing Recovery Plan</i>	19. Ministry of Health	Health Sector	December, 2020	2020 GDS Index	84=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
84	GDS19-31	<i>Data and Information Strategy for Health and Disability – He Rautaki Raraunga, He Rautaki Pārongo mō te Pūnaha Hauora, Whaikaha hoki</i>	19. Ministry of Health	Health Sector	November, 2021	2021 GDS Index	90=
85	GDS19-32	<i>COVID-19 Māori Health Protection Plan</i>	19. Ministry of Health	Health Sector	December, 2021	2021 GDS Index	77=
86	GDS19-33	<i>Smokefree Aotearoa 2025 Action Plan</i>	19. Ministry of Health	Health Sector	December, 2021	2021 GDS Index	65=
87	GDS19-34	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	19. Ministry of Health	Health Sector	December, 2021	2023 GDS Index	34=
88	GDS19-35	<i>Strategy to Prevent and Minimise Gambling Harm 2022/23 to 2024/25</i>	19. Ministry of Health	Health Sector	June, 2022	2023 GDS Index	27=
89	GDS19-36	<i>National HIV Action Plan</i>	19. Ministry of Health	Health Sector	March, 2023	2023 GDS Index	44=
90	GDS19-37	<i>Ngā Pokenga Paipai Me Ngā Pokenga Huaketo Mā Te Toto: Te Rautaki – Sexually Transmitted and Blood Borne Infection Strategy</i>	19. Ministry of Health	Health Sector	March, 2023	2023 GDS Index	47=
91	GDS19-40	<i>Provisional Health of Disabled People Strategy</i>	19. Ministry of Health	Health Sector	July, 2023	2023 GDS Index	6=
92	GDS19-44	<i>Strategic Framework for Managing COVID-19</i>	19. Ministry of Health	Health Sector	September, 2023	2023 GDS Index	155=
93	GDS20-01	<i>He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	July, 2014	2015 GDS Index	143=
94	GDS20-02	<i>Homelessness Action Plan</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	February, 2020	2020 GDS Index	27=
95	GDS20-03	<i>Public Housing Plan 2021-2024</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	January, 2021	2021 GDS Index	199=
96	GDS20-06	<i>Fale mo Aiga – Pacific Housing Strategy</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	November, 2022	2023 GDS Index	100=
97	GDS21-01	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	21. Ministry of Justice	Justice Sector	December, 2021	2023 GDS Index	8=
98	GDS22-01	<i>Maihi Karauna – The Crown’s Strategy for Māori Language Revitalisation</i>	22. Ministry of Māori Development—Te Puni Kōkiri	Māori Affairs Sector	February, 2019	2021 GDS Index	42
99	GDS22-02	<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	Māori Affairs Sector	December, 2021	2023 GDS Index	18=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
100	GDS23-01	<i>Disability Strategy 2016–2026</i>	23. Ministry of Social Development	Social Services and Community Sector	November, 2016	2018 GDS Index	100=
101	GDS23-02	<i>New Zealand Sign Language Strategy</i>	23. Ministry of Social Development	Social Services and Community Sector	October, 2018	2018 GDS Index	100=
102	GDS23-03	<i>Te Pae Tata Māori Strategy and Action Plan</i>	23. Ministry of Social Development	Social Services and Community Sector	June, 2019	2020 GDS Index	177
103	GDS23-04	<i>Family Violence Funding Approach</i>	23. Ministry of Social Development	Social Services and Community Sector	July, 2019	2020 GDS Index	151=
104	GDS23-05	<i>Pacific Prosperity: Our people, our solutions, our future</i>	23. Ministry of Social Development	Social Services and Community Sector	October, 2019	2020 GDS Index	188
105	GDS23-07	<i>Disability Action Plan 2019–2023</i>	23. Ministry of Social Development	Social Services and Community Sector	November, 2019	2020 GDS Index	196=
106	GDS23-08	<i>Campaign for Action on Family Violence: Framework for change</i>	23. Ministry of Social Development	Social Services and Community Sector	June, 2020	2021 GDS Index	163=
107	GDS23-09	<i>E Tū Whānau Mahere Rautaki (Framework for Change)</i>	23. Ministry of Social Development	Social Services and Community Sector	June, 2020	2021 GDS Index	77=
108	GDS23-10	<i>Pathways for Change</i>	23. Ministry of Social Development	Social Services and Community Sector	June, 2020	2021 GDS Index	120=
109	GDS23-11	<i>Elder Abuse in Aotearoa</i>	23. Ministry of Social Development	Social Services and Community Sector	July, 2020	2021 GDS Index	163=
110	GDS23-12	<i>Working Matters: An action plan to ensure disabled people and people with health conditions have an equal opportunity to access employment</i>	23. Ministry of Social Development	Social Services and Community Sector	July, 2020	2020 GDS Index	170=
111	GDS23-13	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	23. Ministry of Social Development	Social Services and Community Sector	December, 2021	2023 GDS Index	8=
112	GDS23-14	<i>Financial Capability</i>	23. Ministry of Social Development	Social Services and Community Sector	December, 2021	2023 GDS Index	120=
113	GDS23-15	<i>Rautaki Hangarau – Technology Strategy</i>	23. Ministry of Social Development	Social Services and Community Sector	March, 2022	2023 GDS Index	131=
114	GDS23-16	<i>Older Workers Employment Action Plan – He Mahere Mahi Whakawhiwhi Mahi mō te Hunga Pakeke</i>	23. Ministry of Social Development	Social Services and Community Sector	April, 2022	2023 GDS Index	111=
115	GDS23-18	<i>Social Sector Commissioning 2022–2028 Action Plan</i>	23. Ministry of Social Development	Social Services and Community Sector	October, 2022	2023 GDS Index	61=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
116	GDS23-19	<i>Youth Plan: Voice, leadership, action</i>	23. Ministry of Social Development	Social Services and Community Sector	August, 2023	2023 GDS Index	80=
117	GDS24-02	<i>International Air Transport Policy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	May, 2012	2023 GDS Index	129=
118	GDS24-05	<i>Hei Arataki – Ministry of Transport Māori Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	September, 2019	2021 GDS Index	202
119	GDS24-13	<i>Charging Our Future: National electric vehicle charging strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	October, 2023	2023 GDS Index	146=
120	GDS25-01	<i>Information Management Strategy</i>	25. New Zealand Customs Service	External Sector	September, 2021	2021 GDS Index	143=
121	GDS27-01	<i>Future Direction Action Plan</i>	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	September, 2021	2021 GDS Index	181=
122	GDS27-02	<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	Social Services and Community Sector	December, 2021	2023 GDS Index	18=
123	GDS27-03	<i>Oranga Tamariki Action Plan</i>	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	July, 2022	2023 GDS Index	18=
124	GDS27-04	<i>Social Sector Commissioning 2022-2028 Action Plan</i>	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	October, 2022	2023 GDS Index	111=
125	GDS27-05	<i>The Oranga Tamariki Disability Vision and Strategy</i>	27. Oranga Tamariki – Ministry for Children	Social Services and Community Sector	December, 2023	2023 GDS Index	199=
126	GDS28-01	<i>Kia Toipoto – Public Service Action Plan</i>	28. Public Service Commission	Finance and Government Administration Sector	November, 2021	2021 GDS Index	210=
127	GDS28-02	<i>Te Aorerekura – The Enduring Spirit of Affection: The national strategy to eliminate family violence and sexual violence</i>	28. Public Service Commission	Finance and Government Administration Sector	December, 2021	2023 GDS Index	18=
128	GDS30-01	<i>Transforming the New Zealand Census of Population and Dwellings</i>	30. Statistics New Zealand	Finance and Government Administration Sector	April, 2012	2014 GDS Index	95=
129	GDS30-02	<i>Government Data Strategy and Roadmap 2021</i>	30. Statistics New Zealand	Finance and Government Administration Sector	August, 2021	2021 GDS Index	136=

**Appendix 5:
GDSs in operation that
contain both adaptation and
mitigation responses
by department [26]**

Appendix 5: GDSs in operation that contain both adaptation and mitigation responses [26]

Of the 26 GDSs,

- 0 were from the original 2014 GDS Index
- 0 were added to the 2015 GDS Index
- 4 were added to the 2018 GDS Index
- 6 were added to the 2020 GDS Index
- 8 were added to the 2021 GDS Index
- 8 were added to the 2023 GDS Index.

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS02-04	<i>Mātauranga Whakauka Taiao – Environmental Education for Sustainability</i>	02. Department of Conservation	Natural Resources Sector	July, 2017	2018 GDS Index	155=
2	GDS02-08	<i>Government Tourism Strategy</i>	02. Department of Conservation	Natural Resources Sector	May, 2019	2020 GDS Index	93=
3	GDS02-15	<i>Te Mana o te Taiao: Aotearoa New Zealand Biodiversity Strategy</i>	02. Department of Conservation	Natural Resources Sector	August, 2020	2020 GDS Index	46
4	GDS02-17	<i>Heritage and Visitor Strategy – He Rautaki Taonga Tuku Iho, Manuhiri Tūārangī hoki</i>	02. Department of Conservation	Natural Resources Sector	January, 2021	2021 GDS Index	58
5	GDS09-05	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	09. Land Information New Zealand	Natural Resources Sector	December, 2021	2021 GDS Index	100=
6	GDS11-01	<i>Pacific Employment Action Plan</i>	11. Ministry for Pacific Peoples	Social Services and Community Sector	May, 2022	2023 GDS Index	26
7	GDS12-07	<i>Science Strategy – Rautaki Putaiao</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2015	2018 GDS Index	118=
8	GDS12-09	<i>Primary Sector Science Roadmap – Te Ao Tūroa</i>	12. Ministry for Primary Industries	Natural Resources Sector	June, 2017	2018 GDS Index	111=
9	GDS12-17	<i>Fit for a Better World: Accelerating our economic potential</i>	12. Ministry for Primary Industries	Natural Resources Sector	July, 2020	2023 GDS Index	71=
10	GDS12-19	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	12. Ministry for Primary Industries	Natural Resources Sector	December, 2021	2021 GDS Index	100=
11	GDS13-03	<i>Mātauranga Whakauka Taiao – Environmental Education for Sustainability</i>	13. Ministry for the Environment	Natural Resources Sector	July, 2017	2018 GDS Index	155=
12	GDS13-05	<i>Te hau mārohi ki anamata – Transitioning to a low-emissions and climate-resilient future</i>	13. Ministry for the Environment	Natural Resources Sector	November, 2021	2021 GDS Index	65=
13	GDS13-09	<i>Te Rautaki Para – Waste Strategy</i>	13. Ministry for the Environment	Natural Resources Sector	March, 2023	2023 GDS Index	4

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
14	GDS15-12	<i>Building for the Future: Building system regulatory strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	December, 2020	2020 GDS Index	203=
15	GDS15-14	<i>Regulatory Systems Stewardship Strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	March, 2023	2023 GDS Index	71=
16	GDS18-01	<i>International Cooperation for Effective Sustainable Development (ICESD) [Policy Statement]</i>	18. Ministry of Foreign Affairs and Trade	External Sector	November, 2019	2020 GDS Index	223
17	GDS18-04	<i>Child & Youth Well-Being Strategic Action Plan</i>	18. Ministry of Foreign Affairs and Trade	External Sector	May, 2021	2021 GDS Index	206=
18	GDS18-06	<i>Antarctic and Southern Ocean Research Directions and Priorities</i>	18. Ministry of Foreign Affairs and Trade	External Sector	December, 2021	2021 GDS Index	100=
19	GDS18-07	<i>International Climate Finance Strategy – Tuia te Waka a Kiwa</i>	18. Ministry of Foreign Affairs and Trade	External Sector	August, 2022	2023 GDS Index	13=
20	GDS20-04	<i>Te Tauākī Kaupapa Here a te Kāwanatanga mō te Whakawhanake Whare, Tāone anō hoki – Government Policy Statement on Housing and Urban Development</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	September, 2021	2021 GDS Index	17
21	GDS20-05	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i>	20. Ministry of Housing and Urban Development	Social Services and Community Sector	March, 2022	2023 GDS Index	8=
22	GDS22-03	<i>Maihi Ka Ora – The National Māori Housing Strategy 2021-2051</i>	22. Ministry of Māori Development—Te Puni Kōkiri	Māori Affairs Sector	March, 2022	2023 GDS Index	34=
23	GDS23-17	<i>Employment and Social Outcomes Investment Strategy</i>	23. Ministry of Social Development	Social Services and Community Sector	June, 2022	2023 GDS Index	80=
24	GDS24-07	<i>Transport Evidence Base Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2019	2020 GDS Index	44=
25	GDS24-09	<i>Maritime Security Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2020	2020 GDS Index	47=
26	GDS31-02	<i>He Tirohanga Mokopuna 2021 – Combined Statement on the Long-term Fiscal Position and Long-term Insights Briefing</i>	31. The Treasury	Finance and Government Administration Sector	September, 2021	2021 GDS Index	111=

**Appendix 6:
GDSs in operation that contain
mitigation responses only by
department [17]**

Appendix 6: GDSs in operation that contain mitigation responses only by department [17]

Of the 17 GDSs,

- 1 were from the original *2014 GDS Index*
- 0 were added to the *2015 GDS Index*
- 1 were added to the *2018 GDS Index*
- 3 were added to the *2020 GDS Index*
- 2 were added to the *2021 GDS Index*
- 10 were added to the *2023 GDS Index*.

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS02-05	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan</i>	02. Department of Conservation	Natural Resources Sector	July, 2017	<i>2020 GDS Index</i>	126=
2	GDS02-19	<i>Procurement Strategy for Roading Activities</i>	02. Department of Conservation	Natural Resources Sector	May, 2022	<i>2023 GDS Index</i>	95=
3	GDS12-10	<i>New Zealand Sea Lion/Rāpoka Threat Management Plan</i>	12. Ministry for Primary Industries	Natural Resources Sector	July, 2017	<i>2020 GDS Index</i>	126=
4	GDS12-22	<i>Wallaby Strategy: Achieving a wallaby-free Aotearoa</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2022	<i>2023 GDS Index</i>	61=
5	GDS13-06	<i>Te Hau Mārohi ki Anamata – Towards a Productive, Sustainable and Inclusive Economy: Aotearoa New Zealand's first emissions reduction plan</i>	13. Ministry for the Environment	Natural Resources Sector	May, 2022	<i>2023 GDS Index</i>	1=
6	GDS13-10	<i>Nationally Determined Contribution Strategy</i>	13. Ministry for the Environment	Natural Resources Sector	October, 2023	<i>2023 GDS Index</i>	67=
7	GDS14-01	<i>Te Mahere Whai Mahi Wāhine – Women's Employment Action Plan</i>	14. Ministry for Women	Social Services and Community Sector	June, 2022	<i>2023 GDS Index</i>	16
8	GDS15-15	<i>Aerospace Strategy – Te Rautaki Ātea-ā-rangi o Aotearoa</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	July, 2023	<i>2023 GDS Index</i>	77=
9	GDS15-16	<i>Charging Our Future: National electric vehicle charging strategy</i>	15. Ministry of Business, Innovation and Employment	Economic Development and Infrastructure Sector	October, 2023	<i>2023 GDS Index</i>	146=
10	GDS24-01	<i>National Airspace Policy of New Zealand</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	April, 2012	<i>2014 GDS Index</i>	203=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
11	GDS24-03	<i>Framework for Shaping our Transport System</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	June, 2018	<i>2018 GDS Index</i>	189=
12	GDS24-06	<i>Road to Zero – New Zealand's Road Safety Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	December, 2019	<i>2020 GDS Index</i>	27=
13	GDS24-08	<i>Government Policy Statement on Land Transport 2021/22–2030/31</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	September, 2020	<i>2021 GDS Index</i>	49
14	GDS24-11	<i>Freight and Supply Chain Strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	August, 2023	<i>2023 GDS Index</i>	12
15	GDS24-10	<i>Rail Plan</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	April, 2021	<i>2021 GDS Index</i>	60
16	GDS24-13	<i>Charging Our Future: National electric vehicle charging strategy</i>	24. Ministry of Transport	Economic Development and Infrastructure Sector	October, 2023	<i>2023 GDS Index</i>	146=
17	GDS25-02	<i>Rautaki Mana Ārai – Customs Strategy</i>	25. New Zealand Customs Service	External Sector	NK, 2023	<i>2023 GDS Index</i>	38=

**Appendix 7:
GDSs in operation that
contain adaptation
responses only by
department [16]**

Appendix 7: GDSs in operation that contain adaptation responses only by department [16]

Of the 16 GDSs,

- 2 were from the original 2014 GDS Index
- 0 were added to the 2015 GDS Index
- 0 were added to the 2018 GDS Index
- 4 were added to the 2020 GDS Index
- 0 were added to the 2021 GDS Index
- 10 were added to the 2023 GDS Index.

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
1	GDS11-02	<i>Pacific Languages Strategy</i>	11. Ministry for Pacific Peoples	Social Services and Community Sector	August, 2022	2023 GDS Index	1=
2	GDS02-13	<i>Climate Change Adaptation Action Plan – He Whakamahere Hātepe Urutau Mō Te Huringa Āhuarangi</i>	02. Department of Conservation	Natural Resources Sector	June, 2020	2023 GDS Index	3
3	GDS18-07	<i>International Climate Finance Strategy – Tuia te Waka a Kiwa</i>	18. Ministry of Foreign Affairs and Trade	External Sector	August, 2022	2023 GDS Index	13=
4	GDS13-07	<i>Urutau, ka Taurikura: Kia tū Pakari a Aotearoa i ngā Huringa Āhuarangi – Adapt and Thrive: Building a Climate-Resilient New Zealand</i>	13. Ministry for the Environment	Natural Resources Sector	August, 2022	2023 GDS Index	18=
5	GDS12-01	<i>Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2007	2014 GDS Index	30=
6	GDS05-01	<i>National Disaster Resilience Strategy – Rautaki ā-Motu Manawaroa Aituā</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	April, 2019	2020 GDS Index	33
7	GDS05-06	<i>Secure Together – Tō Tātou Korowai Manaaki</i>	05. Department of the Prime Minister and Cabinet	Finance and Government Administration Sector	August, 2023	2023 GDS Index	52=
8	GDS16-02	<i>Defence Policy and Strategy Statement</i>	16. Ministry of Defence	External Sector	August, 2023	2023 GDS Index	59
9	GDS12-14	<i>Aquaculture Strategy</i>	12. Ministry for Primary Industries	Natural Resources Sector	September, 2019	2020 GDS Index	76
10	GDS16-01	<i>Defence Capability Plan 2019</i>	16. Ministry of Defence	External Sector	June, 2019	2020 GDS Index	109=
11	GDS02-21	<i>Ngā Awa, DOC's Priority River Restoration Programme</i>	02. Department of Conservation	Natural Resources Sector	2022	2023 GDS Index	120=
12	GDS19-44	<i>Strategic Framework for Managing COVID-19</i>	19. Ministry of Health	Health Sector	September, 2023	2023 GDS Index	155=
13	GDS12-21	<i>National Inshore Finfish Fisheries Plan</i>	12. Ministry for Primary Industries	Natural Resources Sector	October, 2022	2023 GDS Index	163=

Row	GDS number	GDS title	Department	Sector	Publication date	Index when GDS added	Rank out of 230 GDSs
14	GDS02-02	<i>Subantarctic Islands Research Strategy</i>	02. Department of Conservation	Natural Resources Sector	May, 2005	<i>2014 GDS Index</i>	178=
15	GDS09-04	<i>New Zealand Geographic Board Strategy</i>	09. Land Information New Zealand	Natural Resources Sector	April, 2020	<i>2023 GDS Index</i>	213
16	GDS02-16	<i>Critical Ecosystem Pressures on Freshwater Environments (CRESP) 4-year research strategy</i>	02. Department of Conservation	Natural Resources Sector	November, 2020	<i>2020 GDS Index</i>	219=

Endnotes

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