STRATEGYNZ

MCGUINNESS INSTITUTE

WHAT IS A 'GOVERNMENT DEPARTMENT STRATEGY'?

A government department strategy (GDS) must:

- be a publicly available statement or report;

- be generated by government departments with a national rather than a local focus;

- contain long-term thinking, in such a way that the strategy links to a long-term vision or aim, and ideally provide clarity over the factors that may impinge on the attainment of that vision or aim; and

- guide the department's thinking and operations over the long term (i.e. contain a work programme to achieve change over two years or more).

OUR APPROACH

- Part One: Value Proposition

- Part Two: Methodology

- Part Three: Outputs

- Part Four: Observations

- Part Five: Next Steps

PART ONE
VALUE PROPOSITION
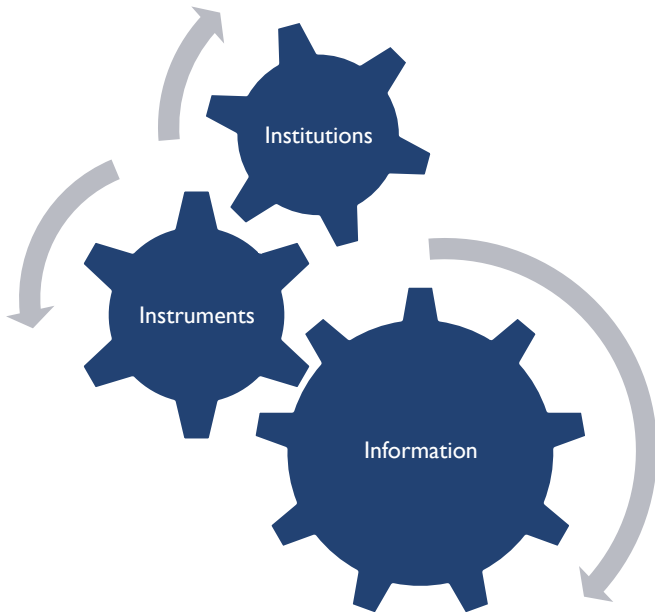
"The constraint is our ability to use our unique knowledge of the institutional tools of the public service to solve more difficult and complex problems."

Hon Bill English
Speech to the Institute of Public Administration New Zealand, 19 February 2015

- Patience as a precursor to growth
- There are four headwinds preventing growth – rising inequality, reduced investment in human capital, short-termism and reduced investment in infrastructure capital.
- Sociological transformation maybe at least as important as technological transformation for accelerating growth

Andrew G Haldane, Chief Economist, Bank of England.
Growing, fast and slow, 17 February 2015

PART TWO
METHODOLOGY: ABOUT THE GDS INDEX

- There is currently no guide for departments on how to produce a GDS nor is there a register.

- The GDS Index ranks each strategy (out of 136), each department (out of 29) and each sector (out of 10) against 22 sub-elements using a scorecard.

- This is the first index on GDSs anywhere in the world.

- The results illustrate what we are doing well and more importantly what we are not.

GDSs by Calendar Year

Chart: "Number of GDSs" (y-axis, 0–30) by "Year" (x-axis, 1994–2014).

Legend:
- 290 GDSs published over the last 20 years
- 136 GDSs in operation as at 30 June 2014
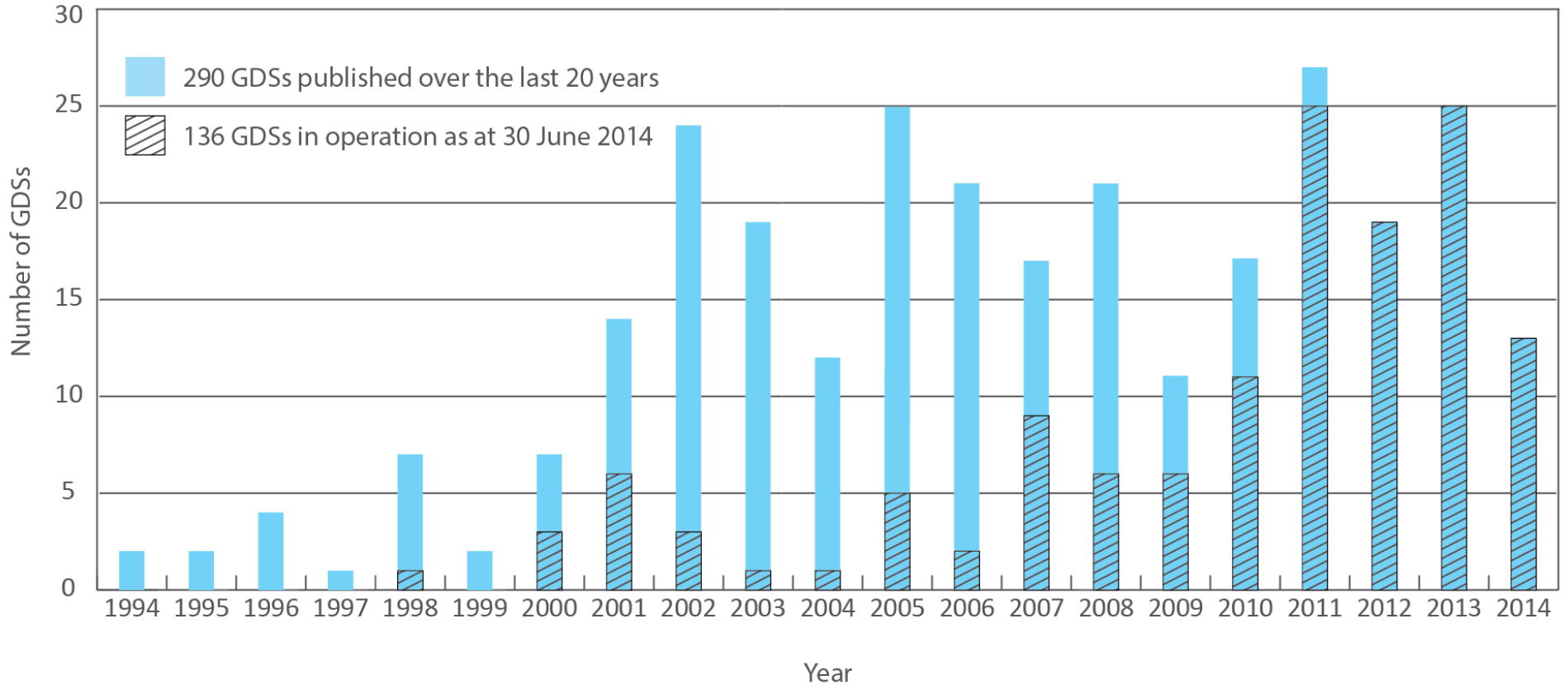
GDSs by Number of Pages

Legend:
- 290 GDSs published over the last 20 years
- 136 GDSs in operation as at 30 June 2014

Y-axis: Number of GDSs (0, 10, 20, 30, 40, 50, 60, 70, 80)

X-axis: Number of pages (1–9, 10–19, 20–29, 30–39, 40–49, 50–59, 60–69, 70–79, 80–89, 90–99, 100+)
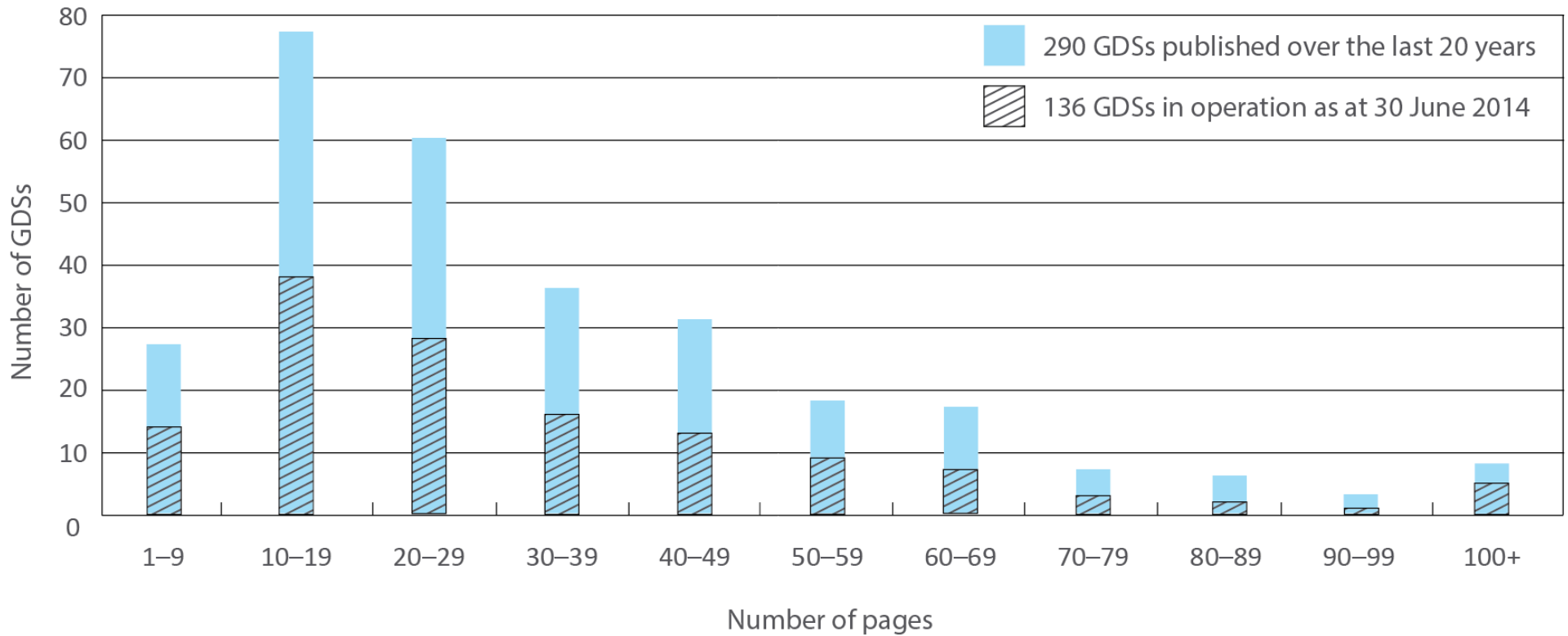
WHAT CHARACTERISTICS UNDERLIE A GOOD GDS WHERE WE WERE – 1 OCTOBER 2014

Potential Radar Diagram for *Working Paper 2015/01: Analysis of 136 GDSs in Operation – An in-depth review*
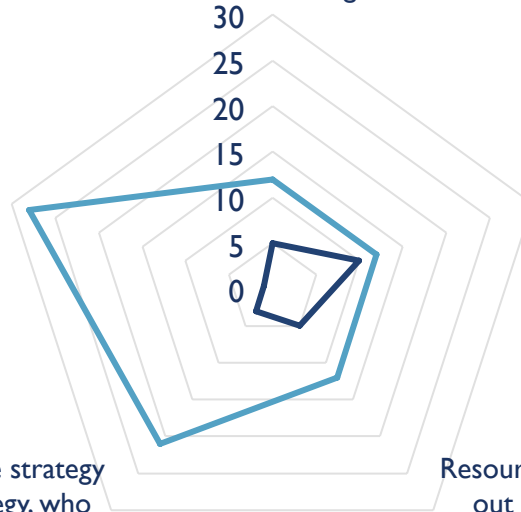
━━ Actual Strategy ━━ Average Strategy

Purpose [what]: The strategy explains what/who will benefit from the strategy being implemented, what choices/priorities are being made and outlines what success might look like.

Context [why]: The strategy outlines why in terms of being informed by the past, builds on the present, and optimises the future (taking into account risk/reward and the probable, possible and preferred futures).

Alignment [quality of fit]: The strategy aligns both with internal goals (within the department) and external goals (within the overall strategy framework within the public service).

Accountability [who is responsible]: The strategy sets out who will implement the strategy, who will report against what indicators and who will review the strategy.
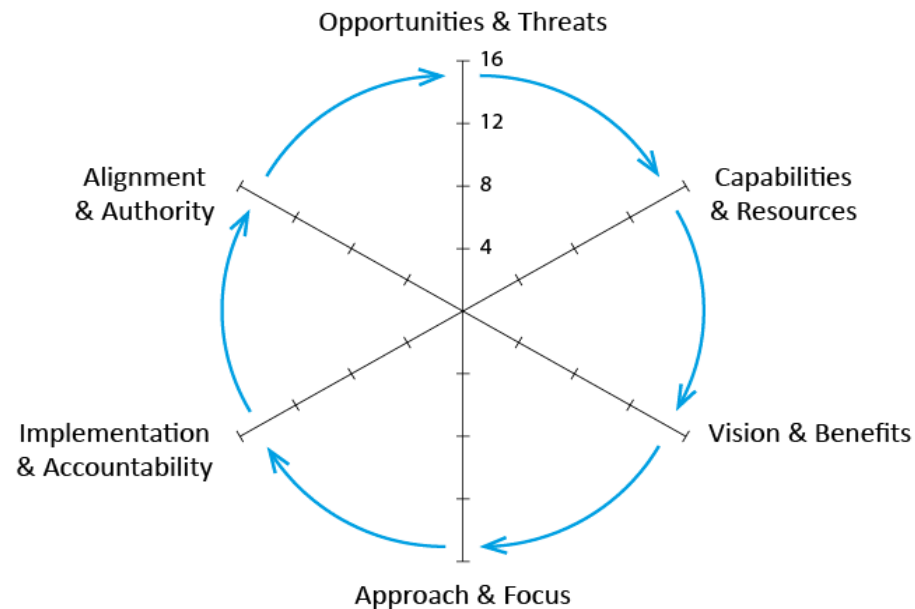
Resources [how/when/where]: The strategy sets out how it will be implemented, over what duration/timeframes, using what financial resources, assets and partnerships.

30
25
20
15
10
5
0

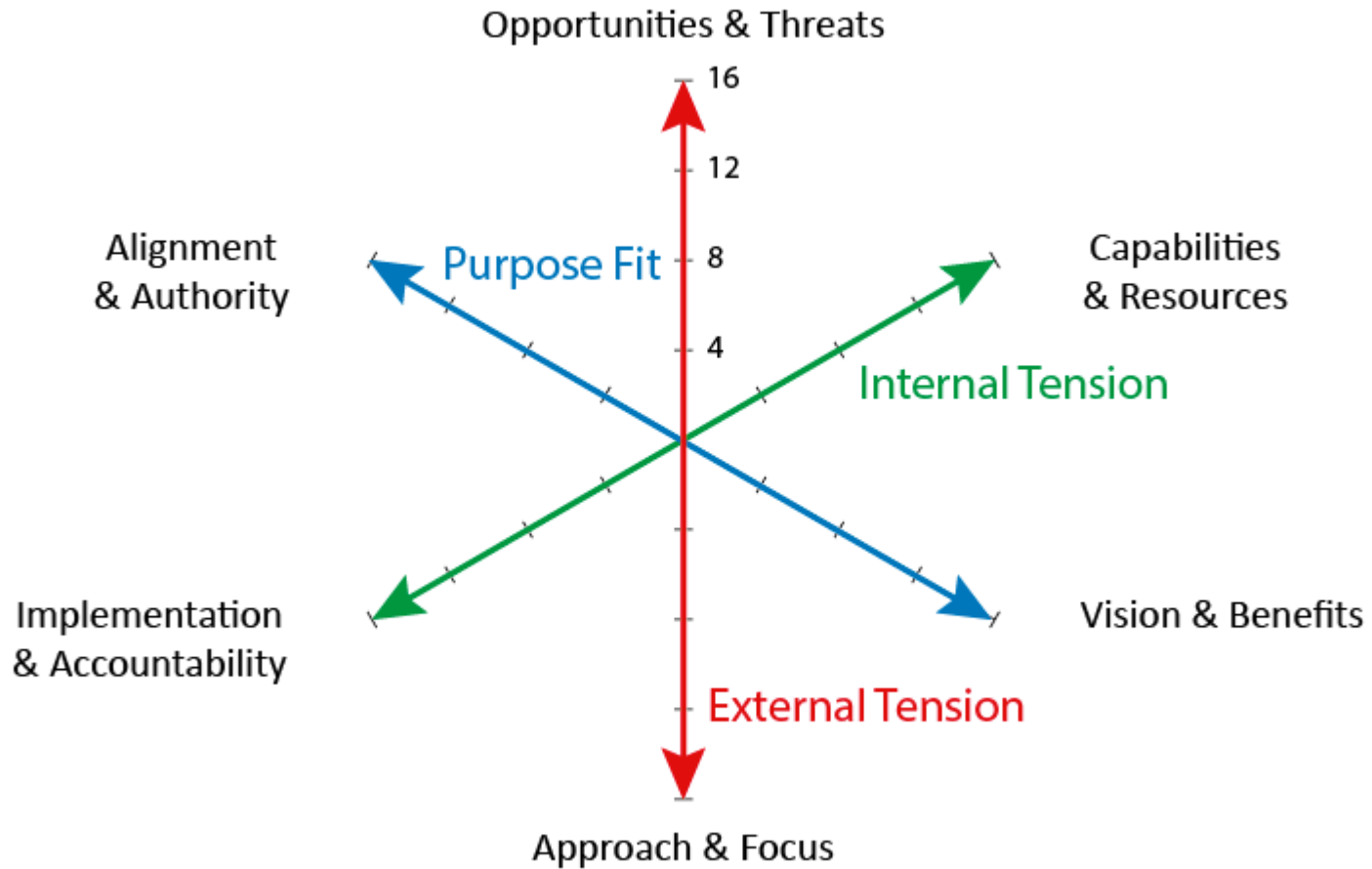# WHAT CHARACTERISTICS UNDERLIE A GOOD GDS? WHERE WE ARE TODAY – 25 FEBRUARY 2015

The logical sequence to create a GDS

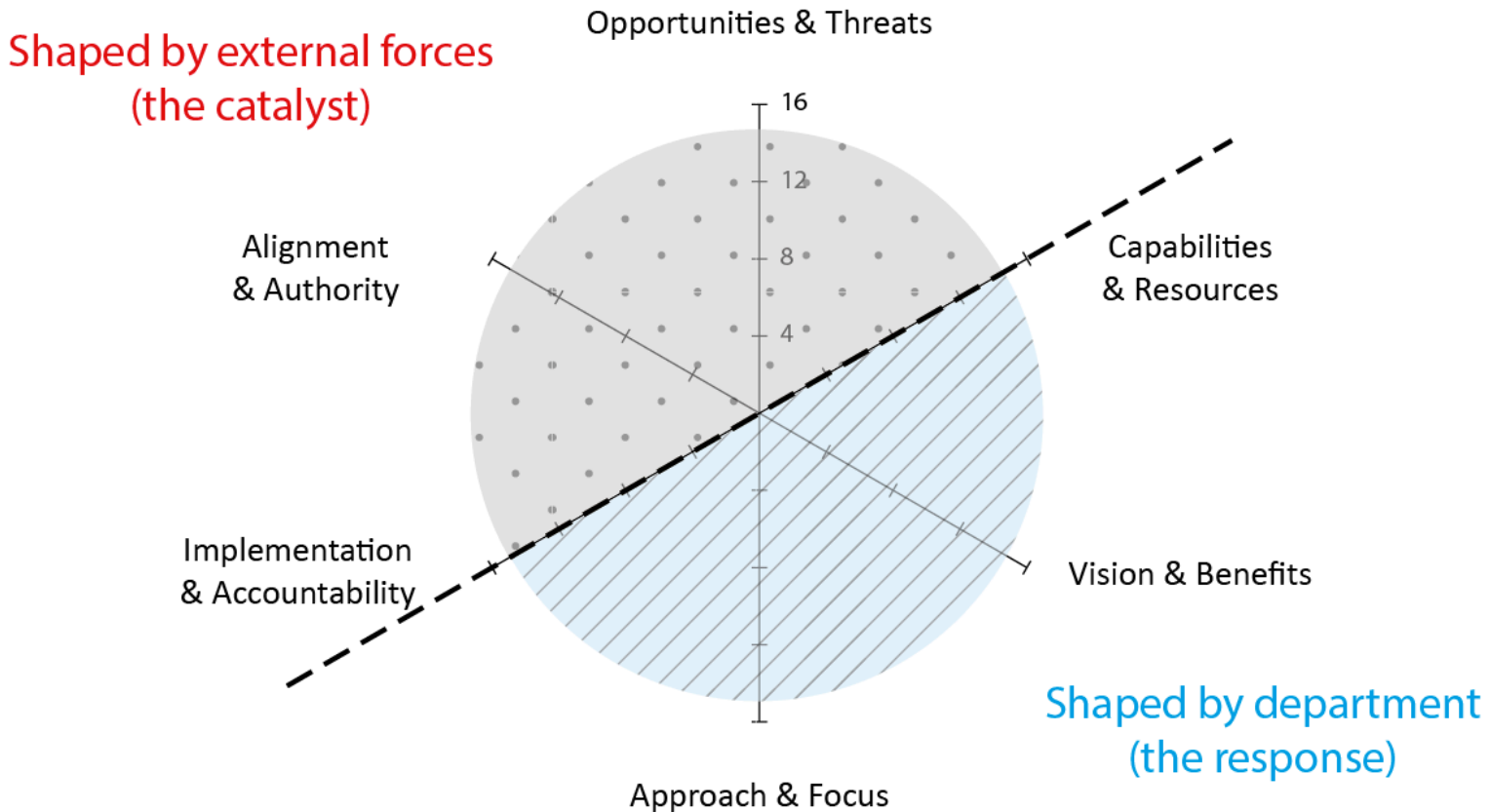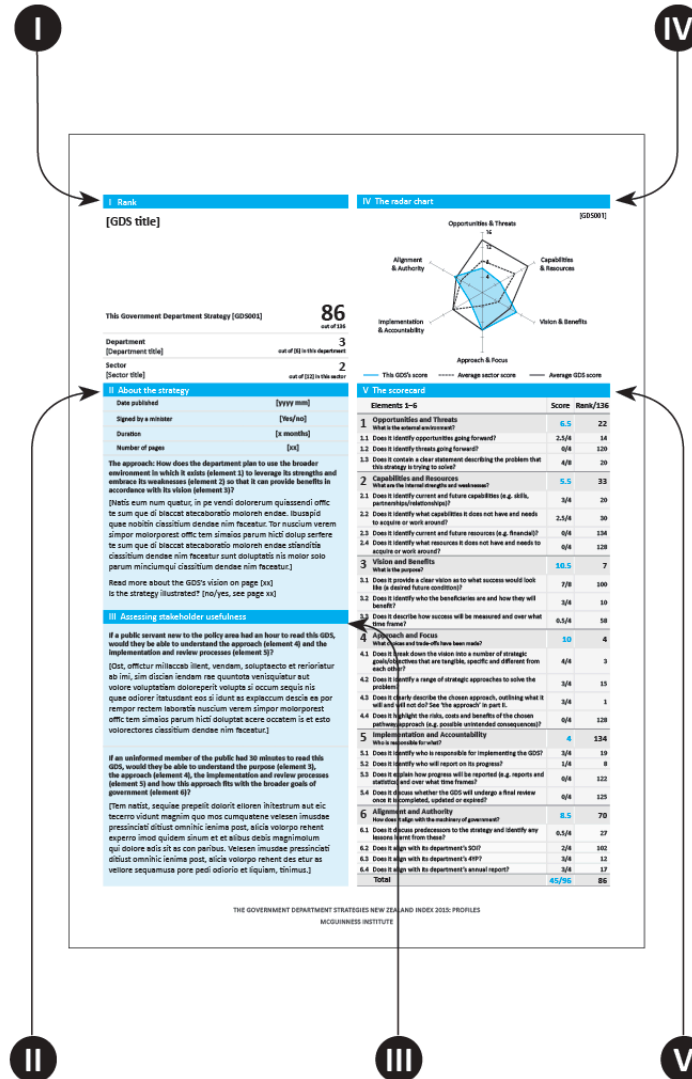## The Government Department Strategies Index 2015

1 Opportunities and Threats	2 Capabilities and Resources	3 Vision and Benefits	4 Approach and Focus	5 Implementation and Accountability	6 Alignment and Authority
1.1 Does it identify opportunities going forward?	**2.1** Does it identify current and future capabilities (e.g. skills, partnerships/ relationships)?	**3.1** Does it provide a clear vision as to what success would look like (a desired future condition)?	**4.1** Does it break down the vision into a number of strategic goals/objectives that are tangible, specific and different from each other?	**5.1** Does it identify who is responsible for implementing the GDS?	**6.1** Does it discuss predecessors to the strategy and identify any lessons learnt from these?
1.2 Does it identify threats going forward?	**2.2** Does it identify what capabilities it does not have and needs to acquire or work around?	**3.2** Does it identify who the beneficiaries are and how they will benefit?	**4.2** Does it identify a range of strategic approaches to solve the problem?	**5.2** Does it identify who will report on its progress?	**6.2** Does it align with its department's SOI?
1.3 Does it contain a clear statement describing the problem that this strategy is trying to solve?	**2.3** Does it identify current and future resources (e.g. financial)?	**3.3** Does it describe how success will be measured and over what time frame?	**4.3** Does it clearly describe the chosen approach, outlining what it will and will not do? See 'the approach' in part II.	**5.3** Does it explain how progress will be reported (e.g. reports and statistics) and over what time frames?	**6.3** Does it align with its department's 4YP?
	2.4 Does it identify what resources it does not have and needs to acquire or work around?		**4.4** Does it highlight the risks, costs and benefits of the chosen pathway/approach (e.g. possible unintended consequences)?	**5.4** Does it discuss whether the GDS will undergo a final review once it is completed, updated or expired?	**6.4** Does it align with its department's annual report?

The three natural tensions that exist between elements to optimise strategy design

Understanding what departments can control

Shaped by external forces (the catalyst)

Opportunities & Threats

Alignment & Authority

Capabilities & Resources

Implementation & Accountability

Vision & Benefits

Approach & Focus

Shaped by department (the response)

THE GDS PROFILE

PART THREE
OUTPUTS

1. GDS Index 2015: Methodology

2. GDS Index 2015: Profiles (136 GDSs)

3. GDS Index 2015: Tables

4. GDS Index 2015: Observations

5. GDS Index 2015: PowerPoint Presentation (25 February 2015)

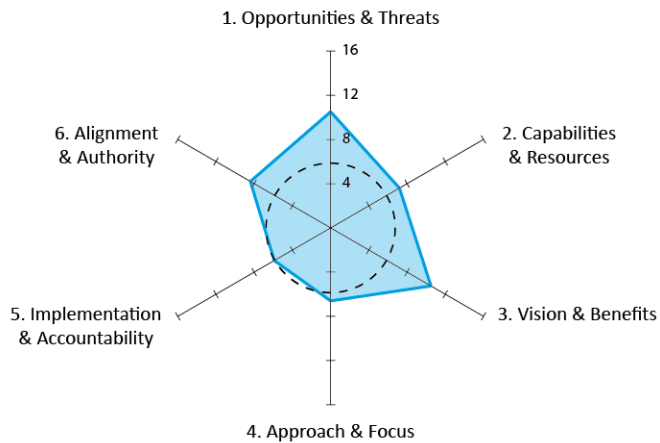6. GDS Index 2015: Website, see www.GDSIndexNZ.org

PART FOUR OBSERVATIONS
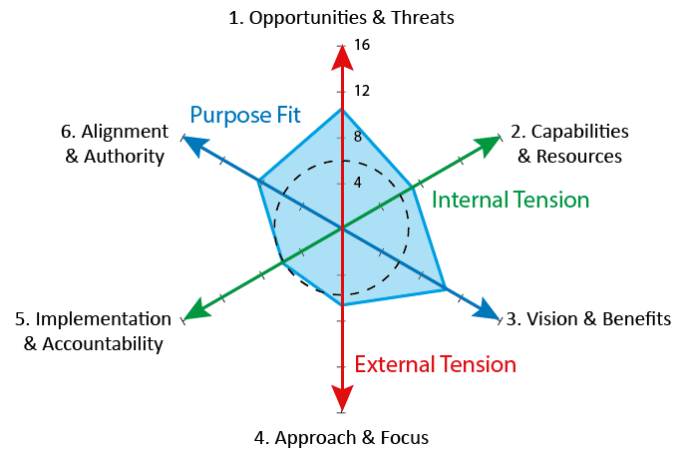
By Strategy – Average GDS Score
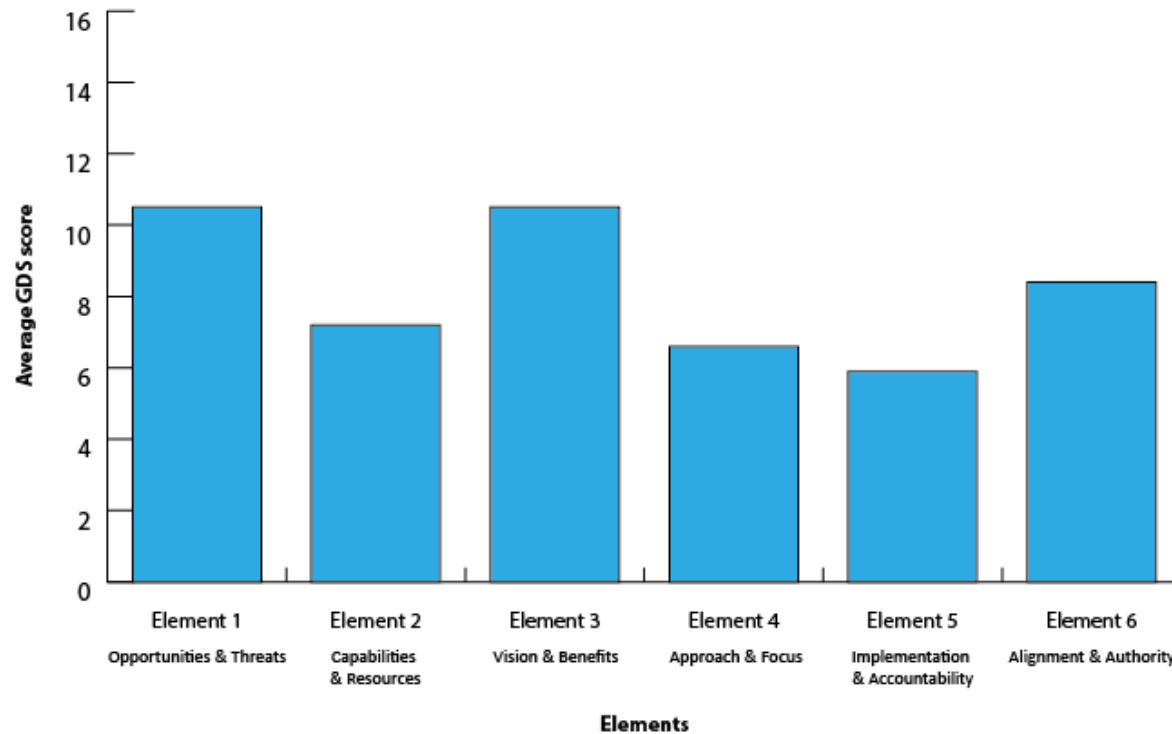
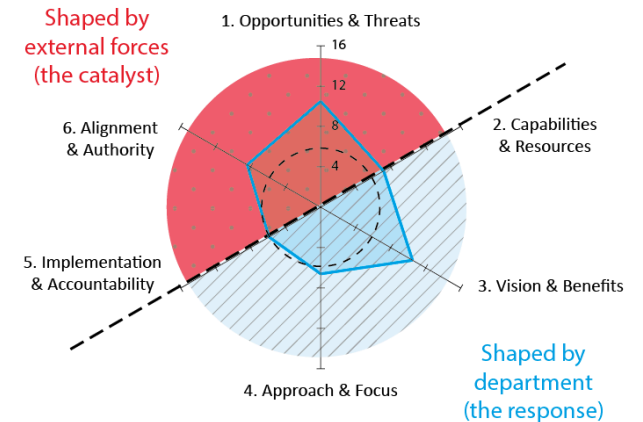# PART FOUR OBSERVATIONS

By Strategy – Average GDS Score

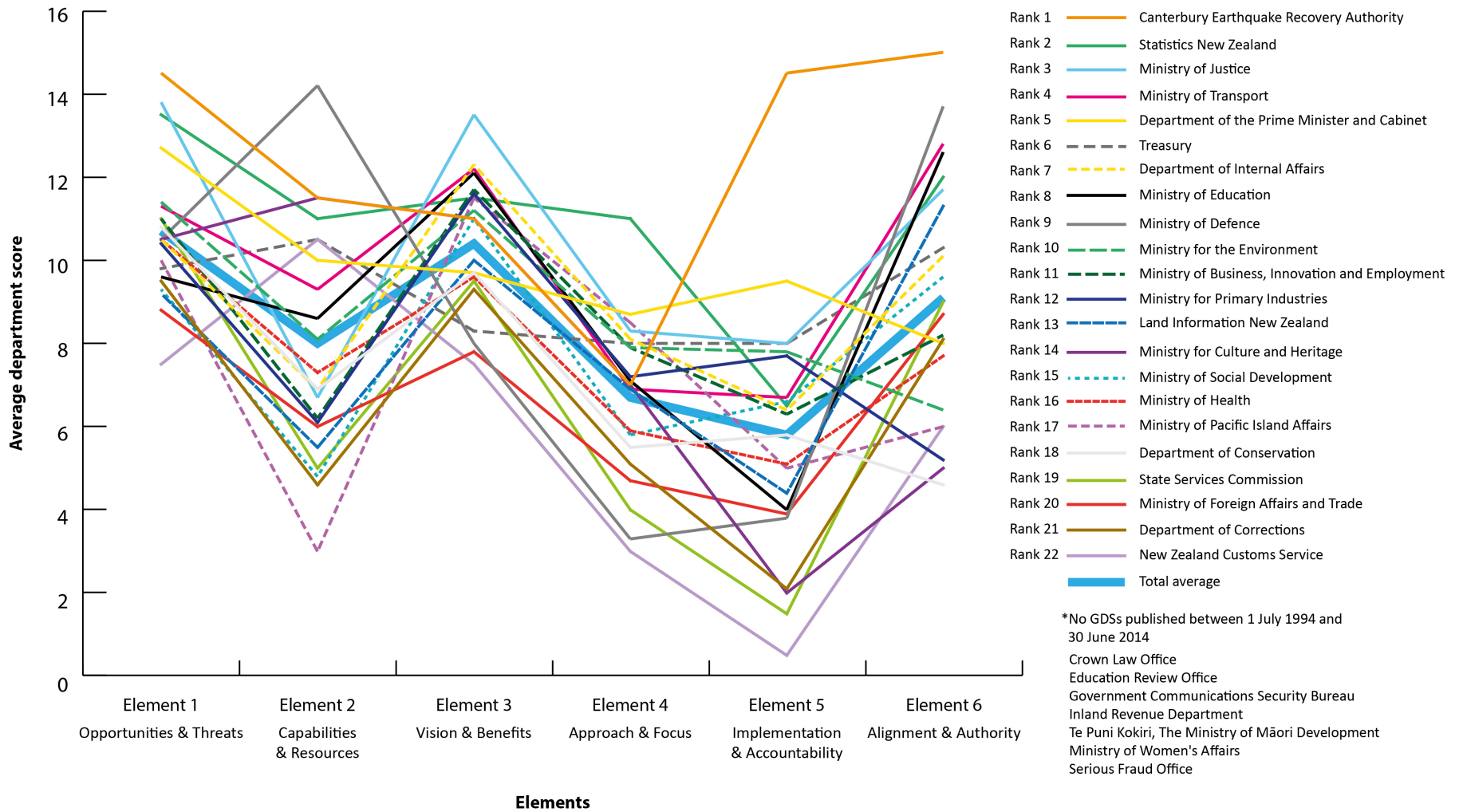By element

By tension

By control

Rank By Strategy – Top Ten

Rank (out of 136)	Government department strategy (GDS)	Government department	Sector
1	Recovery Strategy for Greater Christchurch, Mahere Haumanutanga o Waitaha [GDS001]	Canterbury Earthquake Recovery Authority	Economic Development & Infrastructure Sector
1	Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017 [GDS103]	Ministry of Health	Health Sector
3	Tackling Methamphetamine: An Action Plan [GDS015]	Department of the Prime Minister and Cabinet	Finance and Government Administration Sector
4	A Biosecurity Science Strategy for New Zealand, Mahere Rautaki Putaiao Whakamaru [GDS026]	Ministry for Primary Industries	Primary Industries Sector
5	Rena: Long-term Environmental Recovery Plan [GDS051]	Ministry for the Environment	Environment Sector
5	Safer Journeys: Action Plan 2013–2015[GDS129]	Ministry of Transport	Economic Development & Infrastructure Sector
7	Tau Mai Te Reo: The Māori Language in Education Strategy 2013–2017 [GDS072]	Ministry of Education	Education & Science Sector
8	Ka Hikitia: Accelerating Success 2013–2017: The Māori Education Strategy [GDS071]	Ministry of Education	Education & Science Sector
8	Safer Journeys: New Zealand's Road Safety Strategy 2010–2020 [GDS125]	Ministry of Transport	Economic Development & Infrastructure Sector
10	National Health IT Plan Update [GDS106]	Ministry of Health	Health Sector
10	Youth Crime Action Plan 2013–2023 Report [GDS114]	Ministry of Justice	Justice Sector

Rank By Department – Top Ten

| Rank (out of 136)	Government department	Number of government department strategy (GDS)	Sector
1	Canterbury Earthquake Recovery Authority (CERA)	1	Economic Development & Infrastructure Sector
2	Statistics New Zealand	2	Finance and Government Administration Sector
3	Ministry of Justice (MoJ)	3	Environment Sector
4	Ministry of Transport (MoT)	6	Justice Sector
5	Department of the Prime Minister and Cabinet (DPMC)	3	Māori, Other Populations & Cultural Sector
6	Treasury	2	Finance and Government Administration Sector
7	Department of Internal Affairs (DIA)	4	Education & Science Sector
8	Ministry of Education (MoE)	7	Finance and Government Administration Sector
9	Ministry of Defence (MoD)	3	Finance and Government Administration Sector
10	Ministry for the Environment (MfE)	10	Primary Industries Sector

Rank By Department – By Element

Average department score vs Elements (Element 1: Opportunities & Threats, Element 2: Capabilities & Resources, Element 3: Vision & Benefits, Element 4: Approach & Focus, Element 5: Implementation & Accountability, Element 6: Alignment & Authority)

Rank 1 — Canterbury Earthquake Recovery Authority
Rank 2 — Statistics New Zealand
Rank 3 — Ministry of Justice
Rank 4 — Ministry of Transport
Rank 5 — Department of the Prime Minister and Cabinet
Rank 6 — Treasury
Rank 7 — Department of Internal Affairs
Rank 8 — Ministry of Education
Rank 9 — Ministry of Defence
Rank 10 — Ministry for the Environment
Rank 11 — Ministry of Business, Innovation and Employment
Rank 12 — Ministry for Primary Industries
Rank 13 — Land Information New Zealand
Rank 14 — Ministry for Culture and Heritage
Rank 15 — Ministry of Social Development
Rank 16 — Ministry of Health
Rank 17 — Ministry of Pacific Island Affairs
Rank 18 — Department of Conservation
Rank 19 — State Services Commission
Rank 20 — Ministry of Foreign Affairs and Trade
Rank 21 — Department of Corrections
Rank 22 — New Zealand Customs Service
— Total average

*No GDSs published between 1 July 1994 and
30 June 2014

Crown Law Office
Education Review Office
Government Communications Security Bureau
Inland Revenue Department
Te Puni Kokiri, The Ministry of Māori Development
Ministry of Women's Affairs
Serious Fraud Office

MCGUINNESS INSTITUTE

Rank By Sector

Rank (out of 136)	Sector	Number of government department strategy (GDS)	Government department
1	Māori, Other Populations & Cultural Sector	8	Department of Internal Affairs Ministry for Culture and Heritage Ministry of Māori Development, Te Puni Kōkiri Ministry of Pacific Island Affairs Ministry of Women's Affairs Statistics New Zealand
2	Economic Development & Infrastructure Sector	17	Canterbury Earthquake Recovery Authority Ministry of Business, Innovation and Employment Ministry of Transport
3	Finance and Government Administration Sector	6	Crown Law Office Department of the Prime Minister and Cabinet Government Communications Security Bureau Inland Revenue Department State Services Commission Treasury
4	Education & Science Sector	7	Education Review Office Ministry of Education
5	Environment Sector	15	Department of Conservation Ministry for the Environment
6	Justice Sector	7	Department of Corrections Ministry of Justice Serious Fraud Office
7	Primary Industries Sector	25	Land Information New Zealand Ministry for Primary Industries
8	Social Development and Housing Sector	9	Ministry of Social Development
9	Health Sector	29	Ministry of Health
10	External Sector	13	Ministry of Defence Ministry of Foreign Affairs and Trade New Zealand Customs Service

Rank By Sector – By Element

MCGUINNESS INSTITUTE
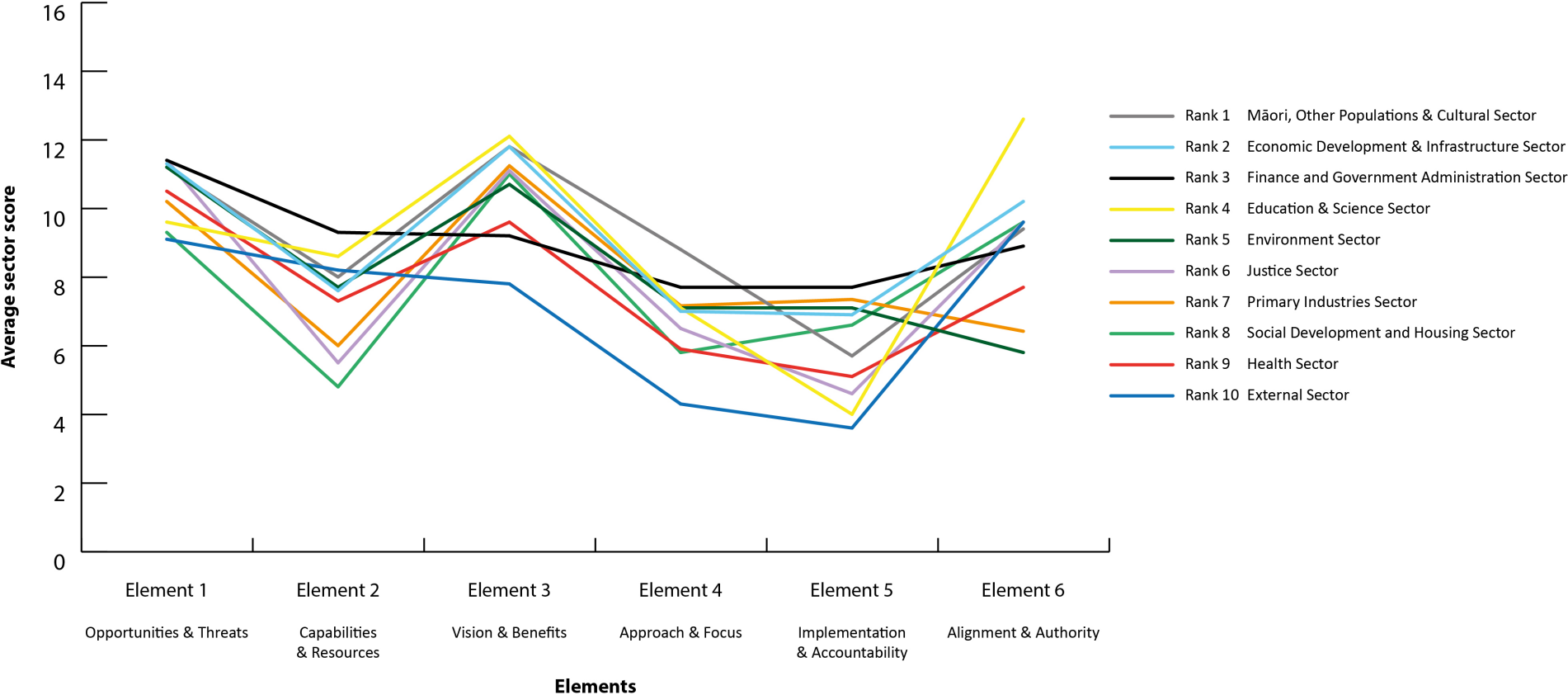
Seven Observations

1. GDSs tended to describe external environments more critically than their own internal realities.

2. GDSs often failed to document lessons learnt from past strategies or from the wider public service.

3. Assumptions were not well articulated.

4. Good structure sometimes masked bad strategy.

5. GDSs that were considered useful to the public sector were also considered useful for the general public.

6. A number of GDSs read as though they reflected a decision and then back-filled.

7. GDSs often failed to articulate who wins (and who might lose) from implementing the strategy.

PART FIVE
NEXT STEPS

- Report to be published later this year bringing all this work together (late May)

  - History of 'goals' directing the public service (any help greatly appreciated)

  - More analysis of the data to be completed

  - Open to suggestions/discussions on way forward

  - Meeting with Hon Bill English

  - Offer to meet with CE of all government departments to discuss index

THANK YOU

MCGUINNESS INSTITUTE