

Working Paper 2014/01

# List of Government Department Strategies Between 1 July 1994 and 30 June 2014

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# Working Paper 2014/01

## List of Government Department Strategies Between 1 July 1994 and 30 June 2014

Author: Renata Mokena-Lodge

### 1.0 Purpose

The purpose of this working paper is to provide a list of government department strategies (GDSs) published by New Zealand government departments between 1 July 1994 and 30 June 2014 (see Table 1). This list will be analysed and discussed further in our upcoming report on strategy in government.

This working paper provides details of the methodology applied by the Institute to create the list outlined in Table 1. In doing so, three other tables were necessary to explain the process and show how the data was collected and analysed. The purpose of each of the four tables is briefly described below:

- **Table 1: Government department strategies (GDSs) between 1 July 1994 and 30 June 2014** (pages 14–83)  
This table contains the list of all documents that were found to be GDSs published between 1 July 1994 and 30 June 2014 (as per the criteria in Section 3.0 below).
- **Table 2: List of documents rejected from analysis as at 15 September 2014** (pages 84–89)  
This table contains the list of all documents rejected from further analysis because they did not meet the four criteria or were published outside the timeframe of this report.
- **Table 3: Reconciliation between the 2007 report and the 2014 report** (pages 90–91)  
This table was necessary as 11 GDSs listed in the 2007 report were rejected from our 2014 list and 25 strategies that were published before July 2007 were added that were not included in the 2007 report.
- **Table 4: Change in departments between 2007 and 2014** (pages 92–95)  
This table shows the change in institutional structure between 2007 and 2014. This was necessary to track ownership of strategies over time.

### 2.0 Limitations

In outlining our approach below, we recognise a level of judgement was necessary to decide which documents to include and which to exclude. Therefore, others who undertake a similar investigation may reach different results. Areas where judgements may differ include: (i) the process for collecting a list of potential GDSs, (ii) the criteria for categorising a document as a GDS and (iii) the interpretation of those criteria. For this reason a detailed breakdown, with examples, has been included to explain how decisions were made.

We have endeavoured to ensure the list of GDSs is as accurate as possible. As our intention is to provide a comprehensive record of the strategy landscape in the public service over the last twenty years, we welcome feedback on this working paper and the overall project.

## 3.0 Terminology

In this working paper, a ‘government department strategy’ (GDS) is defined in terms of four criteria:

A ‘government department strategy’ must:

1. be a publicly available statement or report;
2. be generated by government departments with a national rather than a local focus;
3. 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
4. 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).

Please note that budget documents, four-year plans, statements of intent and annual reports have not been treated as GDSs in this working paper. They will be discussed in an upcoming report.

The term ‘government department strategy’ (GDS) was developed by the Institute and used in place of the term ‘central government strategy’ (CGS), which was used in the Institute’s 2007 report on this topic. This change was made to prevent confusion between ‘central government departments’ and ‘central government agencies’, as the latter is used by government to describe the three core departments (the Treasury, State Services Commission and Department of the Prime Minister and Cabinet).

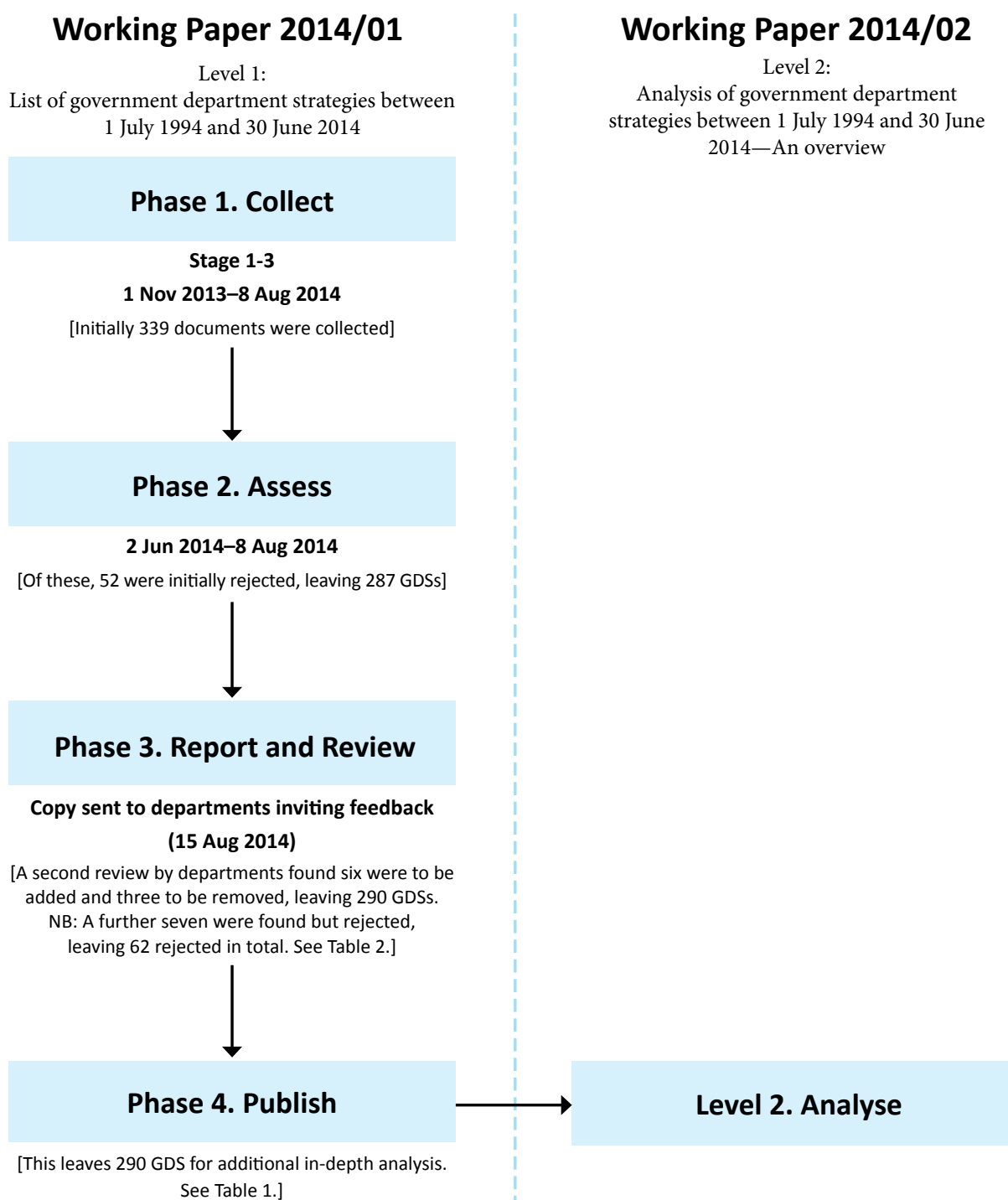
For the purposes of this working paper, the term ‘government departments’ refers to the 29 ‘departments of the public service’ currently listed in Schedule 1 of the State Sector Act 1988.

The term ‘departments’ is used in accordance with the State Services Commission’s *A Guide to New Zealand’s Central Government Agencies*, which states: ‘Irrespective of being called a department, ministry or some other title, they are all Public Service departments’ (SSC, 2014: 1).

## 4.0 Methodology

The purpose of this research is to understand the strategy landscape of the government with a view to learning more about whether New Zealand is generating, collating and implementing effective strategies. In order to do this it was necessary to collate a comprehensive list of government strategies over time. Figure 1 below outlines the approach taken to generate the data that will then be analysed in *Working Paper 2014/02: Analysing government department strategies in operation as at 30 June 2014*.

**Figure 1: Approach adopted**



## 4.1 Method of Collecting Potential Strategies (Phase I)

An initial list of government department documents was compiled to be assessed against the criteria outlined in the definition above (see Section 3.0). This list of documents was collected in four stages:

### Stage 1: Revisit of the 2007 Report

Strategies were gathered from the list in Report 2, *New Zealand Central Government Strategies, Reviewing the Landscape 1990–2007* (MI, 2007). This list was compiled following requests to government departments under the Official Information Act (OIA) 1982. Note that strategies published between 1 January 1990 and 30 June 1994 were excluded in order to focus on a twenty-year period.

### Stage 2: Independent Research

Online research was undertaken for any potential strategies published between 2007 and 2014. This involved searching department websites for the term ‘strategy’ or ‘strategies’ and reviewing their official publications pages. A preliminary list was compiled for sending to departments as part of the OIA request in Stage 3 below.

### Stage 3: OIA Requests in 2014

The list of potential strategies compiled in Stages 1 and 2 above was sent to each department as part of an OIA request. Those strategies in the 2007 report that were no longer in operation as at 30 June 2007 were not included as they had already been verified in 2007. For the purposes of the OIA requests, potential strategies were presented in three spreadsheets, as explained in the excerpt from the introductory letter below. A copy of the letter and explanation of attached spreadsheets are contained in Appendices 1 and 2 respectively.

### Stage 4: Responses to OIA Requests in 2014

The original request was sent by post and email on 18 and 24 March 2014 (see Appendix 1 and 2). The Institute requested replies by 7 April if possible, however, in some cases completed responses took over four months to reach us. Under section 15 of the Official Information Act 1982, a response, or an extension request, is required within 20 working days (which would have been 14 April) unless there was an extension.

- Eight departments completed the request by our 7 April deadline.
- Four departments requested an extension or indicated they could not make the 7 April deadline.
- Seven departments (not included above) contacted us about the request by the 7 April deadline (excluding automatically generated reply emails) but the process was slow and ongoing.
- Ten departments made no contact concerning the request before the 7 April deadline. These departments required significant follow-up.

When specific strategies required further information, we contacted the department librarian, who was often able to identify and provide the strategy document in question. This proved to be an efficient way to obtain copies of strategies we were told did not exist or were unavailable. Further strategies no longer in operation were more difficult to find due to website changes (meaning websites were trimmed of material) and institutional changes (meaning older data and institutional knowledge were often lost).

#### Issues encountered:

- Departments that did not have an available list of GDSs in operation as at 30 June 2014.
- Departments that were unable to gain access to strategies no longer in operation.

- Departments that did not respond to the OIA request by the due date.
- Departments that required multiple OIA requests by Institute staff.
- Departments that did not return phone calls and/or emails.

## 4.2 Method of Assessing Potential Strategies (Phase II)

Initially, documents were assessed to determine whether they fitted the definition of a GDS (see criteria in Section 3.0 above). This meant that our final list of GDSs differed slightly from the departments' OIA responses. For this reason, all departments were emailed on Friday, 15 August 2014 with the Institute's internal work sheet (*Additions List*) explaining how additions were treated (see Appendix 3 for an explanation). The *Additions List* was separated by department and included (i) GDSs from the 2007 report, (ii) changes to strategies provided in the March OIA responses or (iii) strategies found through online research after OIA responses were received. This process left 290 GDSs published between 1 July 1994 and 30 June 2014 (see Table 1).

When it was unclear how a document should be treated, we favoured treating it as a strategy. This approach was adopted for two reasons. Firstly, as a result of the challenges in obtaining copies of these documents we considered important institutional knowledge might be lost if it was not recorded in this list and on our website.<sup>1</sup> Secondly, as a high level of judgement was required to determine whether a document was included or excluded, our practice was to be inclusive so that other researchers can review a more extensive list using their own criteria in the future.

Table 2 contains all the documents rejected from analysis as at 15 September and is divided into three sections: Section A lists all rejected documents (excluding budget documents, four-year plans, statements of intent and annual reports) that were listed in departments' OIA responses; Section B lists rejected documents that were included in our 2007 report; and Section C lists rejected documents found during research.

For the purposes of this report, strategies had to be published between 1 July 1994 and 30 June 2014. For this reason, two documents that were included in the 2007 report were rejected due to being published before 1 July 1994, and one document listed in the OIA responses was rejected due to being published after 30 June 2014 (see Tables 2 and 3).

The first criterion was whether the document was 'publicly available'. This was determined by whether the document was accessible to the public. Naturally, there are instances where a strategy might not be available to the public (e.g. the Department of the Prime Minister and Cabinet's work on security and intelligence). However, there are other reasons why a strategy may have been missed. For example, strategy documents may be publicly available but not published on the department's website or may be published on the department's website but not found due to the way the documents are displayed.

It was necessary to obtain a copy of each strategy in order to assess the other three criteria. In cases where a copy could not be found but there was sufficient information available to understand the purpose and content of the strategy (e.g. a summary or review document was available), it was included in the list. This information was then brought to the attention of the department concerned in case a hard copy could be obtained. If not, it was rejected. This criterion led to eight documents being rejected (see Table 2).

The second criterion (whether the document was generated by government departments and had a 'national focus') led to seven documents being rejected (see Table 2). The exceptions that we included in the list were strategies relating to the rebuild of Christchurch, the *Rena* long-term environmental recovery plan and strategies relating to Pasifika

1 See the Government Department Strategies Timeline on the McGuinness Institute website: [http://www.mcguinnessinstitute.org/Site/Timelines/Government\\_Department\\_Strategies/GDS\\_Table.aspx](http://www.mcguinnessinstitute.org/Site/Timelines/Government_Department_Strategies/GDS_Table.aspx).

groups in Auckland. These strategies were developed by government to help meet the unique needs of a subset of the New Zealand population whose wellbeing would significantly impact on New Zealand in the long term. For example, if Pasifika were not concentrated in Auckland, strategies targeted at Pasifika would be nationwide strategies.

The third and fourth criteria required more judgement. To illustrate our reasoning, Table 2 provides brief reasons why documents were rejected. Documents that were rejected include reports about strategies, human resource plans, work plans, information resources, award programmes and draft strategies (with the exceptions contained in our examples section below). For cases where a strategy spanned multiple departments, the publishing department was taken to be the ‘owner’ of the strategy. The fourth criterion (that documents ‘guide the department’s thinking and operations over the long term’) was not always simple to assess. We have included instances of ambiguity and the decisions made in the examples section below. These third and fourth criteria resulted in 44 documents being rejected (see Table 2). A more detailed discussion on what makes a document a strategy will be published in an upcoming report.

### Examples

Determining when a government document is a GDS requires a degree of judgement. To illustrate how potential strategies were assessed, we have provided a number of examples below.

GDSs that were included:

- A. *Dairying and Clean Streams Accord Between Fonterra Co-operative Group, Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry* (MfE, 2003)  
This was included as it is a collaboration involving government departments. However, the replacement accord, *Sustainable Dairying: Water Accord: A Commitment to New Zealand by the Dairy Sector* (2013), was not included as it was not published by or led by a government department. While the Ministry for Primary Industries and Ministry for the Environment are listed as ‘Friends of the Accord’, they are not included as ‘Accountable Partners’.
- B. *Clearing the Smoke: A Five-year Plan for Tobacco Control in New Zealand (2004–2009)* (MoH, 2004)  
This document uses the term ‘plan’ rather than ‘strategy’ and was not signed-off by a minister. However, it meets all of the GDS criteria.
- C. *Māori Education Strategy* (MoE, 2005)  
This is an example of a republished document. The strategy was originally published in 1999 or 2000 (it was recorded in the 2007 report as being published in 2000). However, no strategic document could be found. The Ministry of Education provided the 2005 version which they stated to be a republication of the original strategy. As a reprint, this document was included.
- D. *New Zealand’s National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants* (MfE, 2006)  
While this document pertains to a global issue, it was generated by government, and the strategy focuses on New Zealand’s response to the Stockholm Convention.
- E. *Hector’s and Maui’s Dolphin Threat Management Plan* (DOC, 2007)  
This document is understood to be an operational strategy after correspondence in July 2014 with the Department of Conservation, despite being marked as a ‘draft for public consultation’. When published in 2007 this strategy was already in operation and the Department of Conservation and Ministry of Fisheries allowed two months for public consultation. In 2008 the Minister of Fisheries gave his final advice and since then the document has remained unchanged and has been treated as a strategy. In 2012



the Maui's dolphin section of the strategy was reviewed and updated but again, only a consultation paper was able to be found: *Review of the Maui's Dolphin Threat Management Plan: Consultation Paper*.

- F. *Tackling Methamphetamine: An Action Plan* (DPMC, 2009)  
Although this is an 'action plan', it was included as it meets the GDS criteria.
- G. *Latin America: A Revised Approach* (MFAT, 2010)  
A copy of the full strategy could not be accessed as it is restricted and is therefore not publicly available. However, it was included as an edited version of the strategy is available on the Ministry of Foreign Affairs and Trade website and this provides sufficient information to meet the GDS criteria.
- H. *Draft National Fisheries Plan for Inshore Finfish* (MPI, 2011), *Draft National Fisheries Plan for Inshore Shellfish* (MPI, 2011) and *Draft National Fisheries Plan for Freshwater* (MPI, 2011)  
The Ministry for the Environment stated in July 2014 that these are draft plans which are being used as frameworks to develop strategies for these areas. Although they are not final published plans, they contain important long-term strategic thinking that will guide these areas. They are all currently in operation and each has published annual reviews and an operational work programme.
- I. *Our Strategy 2030: Growing and Protecting New Zealand* (MPI, 2011)  
Despite being published as a single page, this document shows long-term thinking and contains a work programme to achieve change over two years or more.
- J. *Measures to Improve Youth Mental Health* (DPMC, 2012)  
The Department of the Prime Minister and Cabinet stated in their March OIA response that this is a strategy in operation as at June 2014. Although an overall strategy document was not found, the cabinet paper available on the Department of the Prime Minister and Cabinet website demonstrates that it is a strategy. This cabinet paper has no number or date featured on the document. The subsequent press release by the Prime Minister in April 2012<sup>2</sup> indicates the date published and provides details of the initiatives to achieve the aims set out in the cabinet paper in four fact sheets. Therefore, together the cabinet paper and the press release supply sufficient information for this to meet the GDS criteria.

GDSs that were rejected:

- K. *The New Zealand Cancer Control Strategy: Action Plan 2005–2010* (MoH, NK)  
This is an action plan that is a by-product of the GDS *The New Zealand Cancer Control Strategy 2005–2012*.
- L. *Bovine Tuberculosis National Pest Management Strategy 2001–2013: An Amendment Proposal Prepared by the Animal Health Board Incorporated* (Animal Health Board, 2001)  
The proposal was written and submitted by the Animal Health Board (now TBfree New Zealand), which is not one of the 29 government departments determined by Schedule 1 of the State Sector Act 1988.
- M. *The Social Development Approach* (MSD, 2001)  
This includes two papers: a framework for cross-sector social policy and a strategy for social policy based around reducing social exclusion. They are discussion documents suggesting a range of potential ways forward but do not provide a long-term vision.

2 Key, J. (2012, 4 April). *Prime Minister's Youth Mental Health Project*. Retrieved August 13, 2014 from: <http://www.beehive.govt.nz/feature/prime-minister%E2%80%99s-youth-mental-health-project>.

- N. *Creating Our Future: Sustainable Development for New Zealand* (PCE, 2002)  
This document was excluded as it was published by the Office of the Parliamentary Commissioner for the Environment (PCE). The Office is not one of the 29 government departments determined by Schedule 1 of the State Sector Act 1988.
- O. *“Kei Te Ako Tonu Au”: Strategies for Second Language Learners of Te Reo Māori* (TPK, 2003)  
Although this strategy booklet was published by the Ministry of Māori Development, it is aimed at Māori adults learning Te Reo Māori and is not a guiding strategy for the department.
- P. *New Zealand Injury Prevention Strategy, Rautaki Ārai Whara o Aotearoa* (ACC, 2003)  
Although this document is a strategy, it was signed by the Minister for Accident Compensation Corporation (ACC), which is not one of the 29 government departments determined by Schedule 1 of the State Sector Act 1988.
- Q. *New Zealand Energy Efficiency and Conservation Strategy: Making It Happen: Action Plan to Maximise Energy Efficiency and Renewable Energy* (EECA, 2007)  
This strategy was published solely by the Energy Efficiency and Conservation Authority, which is not one of the 29 government departments determined by Schedule 1 of the State Sector Act 1988.
- R. *DPMC Emissions Reduction Plan for Carbon Neutral Public Service Programme* (DPMC, 2008)  
The Department of the Prime Minister and Cabinet stated that this is not ‘a DPMC-led strategy’. This is a whole-of-government programme that involved 34 government agencies and was discontinued in 2009. We were unable to obtain a publicly available copy of the programme beyond an account of the cabinet paper POL (07) 131: *Towards a Sustainable New Zealand: Carbon Neutral Public Service* (see the Ministry for the Environment website). The Department of the Prime Minister and Cabinet was the only department that provided their plan as to how this programme might be achieved in their OIA response.
- S. *Challenges and Choices: New Zealand’s Long-term Fiscal Statement* (Treasury, 2009) and *Affording Our Future: Statement on New Zealand’s Long-term Fiscal Position* (Treasury, 2013)  
These documents explain options for the future, however, they were excluded as they do not state strategic goals or how such goals might be implemented.
- T. *National Infrastructure Plan* (Treasury, 2010)  
This document was rejected as its duration ran for 12 months only. However, the *National Infrastructure Plan 2011* was included as it had a strategic vision towards 2030 and contained a three-year plan.
- U. *Better Public Services: Results for New Zealanders* (SSC, 2012)  
This is an overarching framework rather than a single published document. However, the individual strategies that make up *Better Public Services: Results for New Zealanders* were included on the list. For example: *Delivering Better Public Services: Supporting Vulnerable Children: Result Action Plan* (2012, August) and *Delivering Better Public Services: Reducing Long-term Welfare Dependence: Result Action Plan* (2012, August).
- V. *Government’s Expectations for Pay and Employment Conditions in the State Sector* (SSC, 2012)  
This was not included as these expectations are a framework for all state sector agencies to work within.
- W. *Listeria Risk Management Strategy, Salmonella Risk Management Strategy and Campylobacter Risk Strategy* (MPI, 2013)  
These strategies all contained ‘2013–2014’ in the title. MPI’s pathogen strategies are often reviewed annually and sometimes are updated with a different duration in the title. However, they are ongoing

strategies that guide the department's work programme; therefore, we have removed the dates from the title to emphasise that they do meet the fourth GDS criterion.

In addition to the specific issues below, there were concerns over completeness. There was no way to check if the information provided in the OIA responses was complete. As not all documents are available online, it is possible that there are strategies that may be missing from our report (particularly those published in earlier years).

#### **Issues encountered:**

- Documents that did not contain the name of the publishing department (see Example A above to understand how this issue was dealt with when creating the list of GDSs).
- Documents published by a non-government department after an earlier version of a similar strategy had been published by a government department (see Example A).
- Documents that contained the term 'strategy' in the title but did not meet the criteria of a GDS (see Examples O and Q).
- Documents that contained the term 'plan' in the title but met the criteria of a GDS (see Examples B, D, E, F, H and R).
- Documents that contained the term 'confidential' but were summarised and made publicly available (see Example G).
- Documents that contained the term 'draft for consultation' or 'draft' in the title but were treated as operational under the OIA (see Examples E and H).
- Documents that were one-page diagrams (see Example I).
- Documents that did not contain strategies to be implemented over two years or more (see Example T).
- Documents that were cabinet papers (see Example J).
- Documents such as cabinet papers that were not numbered and dated (see Example J).
- Documents that were published by non-government organisations (see Examples L, N, P and Q).
- Documents that required extensive assessment in order to determine whether they met the criteria for a GDS (see Examples L, O, S and V).
- Programmes or strategies that were discussed in text but did not exist as a published document (see Example S).

## 4.3 Method of Reporting and Reviewing Strategies (Phase III)

Departments were given a further opportunity to check the resulting list in Table 1 against their correspondence. Departments were therefore provided a copy of this draft working paper on Friday, 15 August to invite their feedback (see Appendix 3). This led to the final list of 290 GDSs detailed in Table 1.

The approach adopted was to divide our analysis into two stages (see Figure 1 on page 3). Level 1 data analysis followed the processes of the 2007 report and is discussed below. Level 2 analysis will take a closer look at those strategies in operation as at 30 June 2014. This work is ongoing and will be explored further in an upcoming working paper and subsequent report. It is not discussed here.

Level 1 analysis is presented in columns in Table 1. The analysis was based on the following quantitative questions:

Column A:	Which government department is responsible for the strategy?
Column B:	What is the name of the strategy?
Column C:	When was the strategy published?
Column D:	Was the strategy brought in under a National-led or Labour-led government?
Column E:	Who signed the strategy?
Column F:	What is the planned duration of the strategy?
Column G:	What is the number of pages of the strategy?
Column H:	Was the strategy in operation as at 30 June 2014?
Column I:	If the strategy was no longer operational as at June 2014, has a newer strategy replaced it?

### Column A: Which government department is responsible for the strategy?

Column A designates each of the GDSs to one of the 29 government departments in existence as at 30 June 2014. In cases where the original department is no longer in existence, the responsibility for the department was allocated to the succeeding department, as per Table 4. In cases where there are many departments that are mentioned in the strategy, the department that published the strategy was assumed to be the lead department.

#### Issues encountered:

As covered in Section 4.2.

### Column B: What is the name of the strategy?

Column B refers to the name from the cover of the strategy document, rather than the citation listed in the document.

#### Issues encountered:

- Strategies with unclear subtitles.  
In some cases, it was difficult to identify if text on the cover page should be included as a subtitle. Ultimately, text was included as a subtitle if it appeared to be an intended part of the title or if it helped to identify the strategy. In one case, part of a possible subtitle was extracted and put in parentheses to clearly identify the document. Therefore, the title was written as *International Development Policy Statement: Supporting Sustainable Development [In Developing Countries]* instead of including all the text on the cover page, which would have read *International Development Policy Statement: Supporting Sustainable Development: Supporting Sustainable Development in Developing Countries, in Order to Reduce Poverty and to Contribute to a More Secure, Equitable, and Prosperous World: The New Zealand Government's Overarching Policy on International Development Assistance.*

- Strategies with Māori in titles.  
For titles with Māori and English where text was not separated by punctuation, commas were used to separate Māori and English phrases that were deemed translations of one another (e.g. *Te Ara Hei Mua, The Pathway Forward 2003–2006*). Colons were used when they were deemed separate subtitles (e.g. *Te Punga: Our Bicultural Strategy for the Nineties*).
- Strategies where the cover page titles and the citation differed.  
Titles on the cover page sometimes differed from the citation given inside the publication. For example, *National Mental Health Information Strategy* was titled *National Mental Health Information Strategy 2005–2010* in the citation.
- Strategies with title dates that do not meet the duration criterion for GDSs.  
Duration dates given in the title were not always the same as the actual duration of the strategy. These were removed in cases where the inclusion of the dates appeared to prevent the strategy from meeting the fourth GDS criterion (see Example W).

#### Column C: When was the strategy published?

Column C refers to the year and month (when known) listed within the GDS. ‘Not known’ (NK) means that the publication date is not contained in the strategy document and could not be ascertained by researching the publication or contacting the department responsible.

#### Issues encountered:

- Strategies where no publication date could be found.
- Strategies where dates in the title did not match the duration.  
It should be noted that if a year was included in the title it did not necessarily match the publication year as it may have denoted an end date for the strategy or anticipated the start of a strategy. For example, *New Zealand Tourism Strategy 2010* was published in 2001, and *Tertiary Education Strategy 2007–12: Incorporating Statement of Tertiary Education Priorities 2008–10* was published in 2006.
- Strategies that were republished.  
Some strategy documents were republished without indicating the earlier publication date (see Example C).

#### Column D: Was the strategy brought in under a National-led or Labour-led government?

Column D refers to whether it was of publication under a National-led or Labour-led government. The purpose of this question was to see if different governments designed and implemented strategies differently over time.

Since 1 July 1994 there have been seven parliaments:

- (44th) 6 Nov 1993–12 Oct 1996: National Party (National Government)
- (45th) 12 Oct 1996–27 Nov 1999: National Party coalition with New Zealand First (National-led Government)
- (46th) 27 Nov 1999–27 Jul 2002: Labour Party coalition with Alliance (Labour-led Government)
- (47th) 27 Jul 2002–17 Sep 2005: Labour Party coalition with Progressive Party (Labour-led Government)
- (48th) 17 Sep 2005–8 Nov 2008: Labour Party coalition with Progressive Party (Labour-led Government)

- (49th) 8 Nov 2008–26 Nov 2011: National Party coalition with ACT Party, Māori Party and United Future (National-led Government)
- (50th) 26 Nov 2011–present: National Party coalition with ACT Party, Māori Party and United Future (National-led Government)

**Issues encountered:**

- Strategies that were published in an election year where a change of government occurred (1999 and 2008) that did not contain the month of publication or the signature of a minister (the latter of which would have determined the political party in power). These were marked as ‘not known’ (NK). There are five instances where this occurred, for example the *Pacific Strategy 2008–2013*. In the case of *Ka Hikitia: Managing for Success: Māori Education Strategy 2008–2012, Updated 2009*, the update was signed by a National minister but it could not be established when the original was published, therefore it was marked ‘not known’.

**Column E: Who signed the strategy?**

Column E refers to whether the GDS was signed by a cabinet minister on behalf of the Crown or someone other than a cabinet minister. Please note the use of ‘Hon.’ is dependent on how it has been recorded in the GDS document. If other people signed-off the strategy, their name and designation were listed. ‘Not signed’ means that no signatory or designation is contained in the GDS. The purpose of this question was to understand whether the signing-off of strategies was important in gauging accountability and governance within departments.

The 2007 report focused on the hierarchy of strategies, judging that a strategy signed by a minister indicated a higher degree of departmental commitment. Hence the strategies signed by a minister became ‘major’ strategies, and those not signed were categorised as ‘minor’ strategies in the 2007 report.

**Issues encountered:**

- Strategies that were not signed.

**Column F: What is the planned duration of the strategy?**

Column F refers to the duration in which the GDS was/is expected to be operational. When the planned duration was not stated, the publication date was taken as the starting date. Durations were recorded in whole years (i.e. multiples of 12 months). Therefore, if a strategy ran from 2010–2014 and was published in June, it was assumed that its end date was in June, and it was recorded as having a duration of 48 months. ‘Not known’ (NK) means no specific end date was stated. Often the duration was included as part of the title. The purpose of this question was to understand how far into the future departments were thinking.

**Issues encountered:**

- Strategies with start and/or end dates that were difficult to find.
- Strategies that continued beyond or finished earlier than the end dates specified.  
Column F indicates the ‘planned duration’ of a strategy, however, the actual duration of strategies may differ. For example, according to the Ministry for Primary Industries the content and strategic objectives of *New Zealand’s Strategic Objectives in Codex 2010–2013* remain relevant and applicable despite its planned operation ending in 2013 (see Example K also). An example of a strategy that was replaced within its planned duration is *Te Puāwaiwhero: The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015*. This strategy was replaced by *Rising to the Challenge: The Mental Health*

and Addiction Service Development Plan 2012–2017 in 2012 (three years before the strategy’s proposed end date).

#### **Column G: What is the number of pages of the strategy?**

Column G states the number of pages in the GDS, counting page 1 as the table of contents and the last page as being the last page of relevant text (i.e. this may be different from the page numbers given in the strategy). Where no table of contents was published, the first page was counted as the first page of relevant text. The purpose of this question was to understand whether departments were writing shorter or longer strategies over time.

#### **Issues encountered:**

- Strategies that did not count the table of contents as the first page.
- Strategies that did not have a table of contents.

#### **Column H: Was the strategy in operation as at 30 June 2014?**

Column H indicates if a strategy was in operation as at 30 June 2014. To establish this, we relied upon the information provided in the March OIA responses by government departments (see Appendices 1 and 2). If this information was not apparent, we relied on the dates in Column F to determine whether the strategy was in operation as at 30 June 2014. As many of the OIA responses received did not follow the format of our request, we asked government departments to look at this column in particular to ensure we had interpreted the responses correctly before moving on to the next level of analysis (see Appendix 3). The purpose of this question was to identify which strategies will be analysed in *Working Paper 2014/02: Analysing government department strategies in operation as at 30 June 2014*. This resulted in 136 GDSs in operation as at 30 June 2014.

#### **Issues encountered:**

- Strategies where the ‘planned duration’ (as listed in Column F) was not the same as the actual duration.
- Strategies that were not clearly detailed in the OIA responses.

#### **Column I: If the strategy was no longer operational as at 30 June 2014, has a newer strategy replaced it?**

Column I outlines whether a strategy was replaced by a newer one. If yes, the title of the newer strategy is listed in Column I. ‘Not known’ (NK) means it is not known whether a replacement strategy exists. In a few cases where we have been informed that no replacement strategy exists, we have stated ‘there is no replacement’. The purpose of this question was to understand the extent that strategies linked to one another over time.

#### **Issues encountered:**

- Strategies where OIA responses were insufficient.

**Table 1: Government department strategies (GDSs) between 1 July 1994 and 30 June 2014**

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
1	Canterbury Earthquake Recovery Authority	1. Recovery Strategy for Greater Christchurch, Mahere Haumanutanga o Waitaha	2012 May
2	Crown Law Office	No GDSs published between 1 July 1994 and 30 June 2014	-
3	Department of Conservation	2. The New Zealand Biodiversity Strategy	2000 February
		3. Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions	2001
		4. Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond	2002
		5. Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond	2003
		6. Department of Conservation Marine Mammal Action Plan for 2005–2010	2004 December



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Gerry Brownlee, Minister for Canterbury Earthquake Recovery  Other: Roger Sutton, Chief Executive CERA	2012–2016 (48 months)	48	Yes	-
-	-	-	-	-	-
Labour	Crown: Rt Hon. Helen Clark, Prime Minister of New Zealand	2000–NK	144	Yes	-
Labour	Other: Dr Geoff Hicks, Manager Science & Research, Chief Technical Office – Biosecurity, Department of Conservation	2001–NK	7	No	Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond
Labour	Other: Dr Geoff Hicks, Manager Science & Research, Chief Technical Office – Biosecurity, Department of Conservation	2002–NK	5	No	Science Counts! National Strategic Science & Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond
Labour	Other: Dr Geoff Hicks, Manager Science & Research, Chief Technical Office – Biosecurity, Department of Conservation	2003–NK	5	No	Science Counts! The Department of Conservation’s Strategic Science and Research Priorities 2011–2016
Labour	Other: Regional General Manager, Central, Department of Conservation	2005–2010 (60 months)	87	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
3	Department of Conservation (Cont.)	7. New Zealand Subantarctic Islands Research Strategy	2005 May
		8. Hector’s and Maui’s Dolphin Threat Management Plan	2007 August
		9. New Zealand Sea Lion Species Management Plan: 2009–2014	2009 July
		10. Science Counts! The Department of Conservation’s Strategic Science and Research Priorities 2011–2016	2011
4	Department of Corrections	11. The Pacific Strategy 2002–2005	2002
		12. Strategy to Reduce Drug and Alcohol Use by Offenders 2005–2008	2004
		13. Te Reo Strategy 2004–2008	2004
		14. Department of Corrections Pacific Strategy 1 July 2005–30 June 2008	2005
		15. Prisoner Employment Strategy 2006–2009	2006
		16. Māori Strategic Plan 2008–2013	2008
		17. Pacific Strategy 2008–2013	2008

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Other: Kevin O'Connor, Conservator, Southland Conservancy	2005–NK	36	Yes	-
Labour	Not signed	2007–NK	296	Yes	-
National	Not signed	2009–2014 (60 months)	28	Yes	-
National	Other: Kevin O'Connor, Deputy Director-General, Research & Development, Dr Geoff Hicks, Chief Scientist	2011–2016 (60 months)	4	Yes	-
Labour	Other: Mark Byers, Chief Executive	2002–2005 (36 months)	30	No	Department of Corrections Pacific Strategy 1 July 2005–30 June 2008
Labour	Other: Mark Gerard Byers, Chief Executive, Department of Corrections	2005–2008 (36 months)	12	No	Drug and Alcohol Strategy (2009–2014)
Labour	Not signed	2004–2008 (48 months)	14	No	There was no replacement
Labour	Other: Barry Matthews, Chief Executive	2005–2008 (36 months)	10	No	There was no replacement
Labour	Other: Barry Matthews, Chief Executive, Department of Corrections	2006–2009 (36 months)	14	No	Prisoner Skills & Employment Strategy 2009– 2012
NK	Other: Barry Matthews, Chief Executive, Department of Corrections	2008–2013 (60 months)	18	No	Creating Lasting Change: Strategy 2011–2015 (Year One)
NK	Other: Barry Matthews, Chief Executive, Department of Corrections	2008–2013 (60 months)	10	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
4	Department of Corrections (Cont.)	18. Drug and Alcohol Strategy 2009–2014	2009
		19. Prisoner Skills & Employment Strategy 2009–2012	2009
		20. Creating Lasting Change: Strategy 2011–2015 (Year One)	2011
		21. National Historic Heritage Strategy 2013	2013
		22. Youth Strategy – Reducing Re-offending by Young People	2013 November
5	Department of Internal Affairs	23. Resilient New Zealand, A Aotearoa Mananau: National Civil Defence Emergency Management Strategy – 2003–2006	2004 March
		24. New Generation National Library: Strategic Directions to 2017	2007
		25. National Civil Defence Emergency Management Strategy	2008 March
		26. Government ICT Strategy and Action Plan to 2017	2013 June
		27. Result 10 Blueprint: A Strategy for Digital Public Services	2014 June
6	Department of the Prime Minister and Cabinet	28. The New Zealand Crime Prevention Strategy: Mission Statement: “To Enhance Community Safety and Security Through Crime Prevention”	1994 October
		29. Growing an Innovative New Zealand	2002 February

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Other: Barry Matthews, Chief Executive, Department of Corrections	2009–2014 (60 months)	13	Yes	-
National	Other: Barry Matthews, Chief Executive, Department of Corrections	2009–2012 (36 months)	21	No	There was no replacement
National	Not signed	2011–2015 (48 months)	13	Yes	-
National	Not signed	2013–NK	41	Yes	-
National	Not signed	2013–2017 (48 months)	1	Yes	-
Labour	Crown: Hon. George Hawkins, Minister of Civil Defence	2003–2006 (36 months)	33	No	National Civil Defence Emergency Management Strategy (2008)
Labour	Not signed	2007–2017 (120 months)	7	Yes	-
Labour	Crown: Hon. Rick Barker, Minister of Civil Defence	2007–NK	15	Yes	-
National	Crown: Hon. Chris Tremain, Minister of Internal Affairs  Other: Colin MacDonald, Government Chief Information Officer	2013–2017 (48 months)	47	Yes	-
National	Other: Colin McDonald, Result 10 Lead Chief Executive	2014–NK	68	Yes	-
National	Crown: Rt Hon. J. B. Bolger, Prime Minister	1994–NK	20	No	NK
Labour	Crown: Helen Clark, Prime Minister of New Zealand	2002–NK	61	No	There was no replacement

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
6	Department of the Prime Minister and Cabinet (Cont.)	30. Sustainable Development For New Zealand: Programme of Action	2003 January
		31. Tackling Methamphetamine: An Action Plan	2009 October
		32. New Zealand's Cyber Security Strategy	2011 June
		33. Measures to Improve Youth Mental Health	2012 June
7	Education Review Office	No GDSs published between 1 July 1994 and 30 June 2014	-
8	Government Communications Security Bureau	No GDSs published between 1 July 1994 and 30 June 2014	-
9	Inland Revenue Department	No GDSs published between 1 July 1994 and 30 June 2014	-
10	Land Information New Zealand	34. LINZ Geodetic Strategy 2003–2008	2003 April
		35. Ross Sea Region: Strategy 2003–2012 (version 1.0)	2003 May
		36. Topographic Information Strategy 2005–2010	2005 June
		37. Understanding Our Geographic Information Landscape: A New Zealand Geospatial Strategy: A Coordinated Approach to Location Information	2007 January
		38. Future-proofing Core Survey and Title Paper Records: Strategy Paper for the Minister for Land Information	2007 October
		39. Biosecurity Strategy 2010–2013	2010 July

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Marian Hobbs, Minister for the Environment, Minister With Responsibility for Urban Affairs	2003–NK	28	No	There was no replacement
National	Not signed	2009–NK	73	Yes	-
National	Crown: Hon. Steven Joyce, Minister for Communications and Information Technology	2011–NK	13	Yes	-
National	Not signed	2012–NK	10	Yes	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
Labour	Other: Tony Bevan, Surveyor General	2003–2008 (60 months)	19	No	Replaced by the 'New Zealand Positioning Strategy 2014'
Labour	Not signed	2003–2012 (108 months)	11	No	NK
Labour	Other: Brendon Boyle, Chief Executive, Land Information New Zealand	2005–2010 (60 months)	15	No	Currently under review
Labour	Crown: Hon. David Parker, Minister for Land Information	2007–NK	28	Yes	-
Labour	Other: Brendon Boyle, Chief Executive	2007–NK	43	No	NK
National	Not signed	2010–2013 (36 months)	16	No	Currently under review

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
10	Land Information New Zealand (Cont.)	40. Geodetic Physical Infrastructure Strategy	2012 September
		41. The Power of 'Where' Drives New Zealand's Success	2013
		42. He Whāriki Maurua: Business with Māori Strategy 2013–2016	2013 June
		43. New Zealand Positioning Strategy 2014	2014 May
11	Ministry for Culture and Heritage	44. Building a Strong and Sustainable Public Broadcasting Environment for New Zealand: A Programme of Action	2005
		45. Digital Television Strategy	2006 November
		46. New Zealand Arts, Cultural and Heritage Tourism Strategy to 2015	2008 September
12	Ministry for Primary Industries	47. A Standard Setting Strategy for the Protection of New Zealand's Forests and Trade in Their Products	1998
		48. Tiakina Aotearoa, Protect New Zealand: The Biosecurity Strategy for New Zealand	2003 August
		49. A Pastoral Greenhouse Gas Research Strategy	2003 October
		50. National Plan of Action to Reduce the Incidental Catch of Seabirds in New Zealand Fisheries	2004 April
		51. Strategy for Managing the Environmental Effects of Fishing	2005 June



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Not signed	2012–2017 (60 months)	8	Yes	-
National	Other: Peter Mersi, Chief Executive/Tumuaki Matua, Land Information New Zealand	2013–2023 (120 months)	12	Yes	-
National	Other: Peter Mersi, Chief Executive/Tumuaki Matua, Land Information New Zealand	2013–2016 (36 months)	21	Yes	-
National	Other: Graeme Blick, Chief Geodesist	2014–2024 (120 months)	16	Yes	-
Labour	Not signed	2005–NK	12	No	NK
Labour	Not signed	2006–NK	11	No	NK
Labour	Not signed	2008–2015 (84 months)	39	Yes	-
National	Not signed	1998–NK	10	No	NK
Labour	Crown: Hon. Jim Sutton, Minister for Biosecurity	2003–NK	61	No	NK
Labour	Not signed	2003–NK	7	No	NK
Labour	Not signed	2004–NK	60	No	National Plan of Action – 2013: To Reduce the Incidental Catch of Seabirds in New Zealand Fisheries
Labour	Crown: Hon. David Benson-Pope, Minister of Fisheries	2005–NK	21	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
12	Ministry for Primary Industries (Cont.)	52. Marine Protected Areas: Policy and Implementation Plan	2005 December
		53. Campylobacter in Poultry – Risk Management Strategy 2006–2009	2006 November
		54. New Zealand Food Safety Authority Strategy for Involving Māori in Food Safety and Consumer Protection Issues	2007 April
		55. New Zealand’s Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of Action: A Partnership Approach	2007 September
		56. A Biosecurity Science Strategy for New Zealand, Mahere Rautaki Putaiao Whakamaru	2007 October
		57. Listeria Monocytogenes Risk Management Strategy 2008–2013	2008 July
		58. New Zealand National Plan of Action for the Conservation and Management of Sharks	2008 October
		59. Harvest Strategy Standard for New Zealand Fisheries	2008 October
		60. Campylobacter Risk Management Strategy 2008–2011	2008 December
		61. Salmonella Risk Management Strategy 2009–2012	2009 March

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Chris Carter, Minister of Conservation, Hon. Jim Anderton, Ministry of Fisheries	2005–NK	20	Yes	-
Labour	Not signed	2006–NK	24	No	NK
Labour	Other: Raniera Bassett, Programme Manager, Community Extension	2007–NK	11	No	NK
National	Crown: Jim Anderton, Minister of Agriculture and Forestry, David Parker, Minister Responsible for Climate Change Issues	2007–NK	16	Yes	-
Labour	Not signed	2007–2032 (300 months)	68	Yes	-
Labour	Not signed	2008–2013 (60 months)	22	No	Listeria Risk Management Strategy 2013–2014
Labour	Crown: Hon. Jim Anderton, Minister of Fisheries	2008–NK	89	No	New Zealand National Plan of Action for the Conservation and Management of Sharks 2013
Labour	Crown: Hon. Jim Anderton, Minister of Fisheries	2008–NK	19	Yes	-
National	Not signed	2008–2011 (36 months)	32	No	Campylobacter Risk Management Strategy 2013–2014
National	Not signed	2009–2012 (36 months)	46	No	Salmonella Risk Management Strategy 2013–2014

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
12	Ministry for Primary Industries (Cont.)	62. Fisheries 2030: New Zealanders Maximising Benefits From the Use of Fisheries Within Environmental Limits	2009 September
		63. New Zealand's Strategic Objectives in Codex 2010–2013	2010
		64. National Fisheries Plan for Deepwater and Middle-depth Fisheries	2010
		65. National Fisheries Plan for Highly Migratory Species (HMS) 2010–2015	2010
		66. Cadmium and New Zealand Agriculture and Horticulture: A Strategy for Long Term Risk Management: A Report Prepared by the Cadmium Working Group for the Chief Executives Environmental Forum	2011 February
		67. Pest Management National Plan of Action	2011 February
		68. The Government's Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	2011 May
		69. Our Strategy 2030: Growing and Protecting New Zealand	2011 July
		70. Draft National Fisheries Plan for Inshore Finfish	2011 July

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Phil Heatley, Minister of Fisheries	2009–2030 (252 months)	13	Yes	-
National	Not signed	2010–2013 (36 months)	13	No	There was no replacement, however, the content remains current and strategic objectives remain relevant and applicable
National	Not signed	2011–2016 (60 months)	158	Yes	-
National	Crown: Hon. Phil Heatley, Minister of Fisheries and Aquaculture	2010–2015 (60 months)	49	Yes	-
National	Not signed	2010–NK	27	Yes	-
National	Not signed	2010–2035 (300 months)	38	Yes	-
National	Not signed	2012–2016 (48 months)	4	Yes	-
National	Not signed	2011–NK	1	Yes	-
National	Other: Gavin Lockwood, Acting Deputy Director General, Resource Management & Programmes, Ministry of Agriculture and Forestry/ Ministry of Fisheries	2011–2016 (60 months)	53	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
12	Ministry for Primary Industries (Cont.)	71. Draft National Fisheries Plan for Inshore Shellfish	2011 July
		72. Draft National Fisheries Plan for Freshwater	2011 July
		73. 'Future Directions for the Border Sector'	2012 February
		74. National Plan of Action for the Conservation and Management of Sharks 2013	2013
		75. National Plan of Action – 2013: To Reduce the Incidental Catch of Seabirds in New Zealand Fisheries	2013 April
		76. Listeria Risk Management Strategy	2013 July
		77. Salmonella Risk Management Strategy	2013 July
		78. Campylobacter Risk Management Strategy	2013 July
13	Ministry for the Environment	79. Environment 2010 Strategy: A Statement of the Government's Strategy on the Environment	1995 September
		80. Sustainable Land Management: A Strategy for New Zealand	1996 June

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Other: Gavin Lockwood, Acting Deputy Director General, Resource Management & Programmes, Ministry of Agriculture and Forestry/ Ministry of Fisheries	2011–2016 (60 months)	59	Yes	-
National	Other: Gavin Lockwood, Acting Deputy Director General, Resource Management & Programmes, Ministry of Agriculture and Forestry/ Ministry of Fisheries	2011–2016 (60 months)	43	Yes	-
National	Not signed	2012–NK	6	Yes	-
National	Crown: Hon. Nathan Guy, Minister for Primary Industries	2014–2018 (48 months)	34	Yes	-
National	Crown: Hon. Nathan Guy, Minister for Primary Industries	2013–2018 (60 months)	59	Yes	-
National	Not signed	2013–NK	16	Yes	Reviewed annually
National	Not signed	2013–NK	22	Yes	Reviewed annually
National	Not signed	2013–NK	19	Yes	Reviewed annually
National	Crown: Simon Upton, Minister for the Environment	1995–NK	59	No	A Framework for Environmental Reporting in New Zealand (2014)
National	Crown: Hon. Simon Upton, Minister for Environment	1996–NK	15	No	New Zealand's Climate Change Solutions: Sustainable Land Management and Climate Change: Plan of Action: A Partnership Approach

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
13	Ministry for the Environment (Cont.)	81. Learning to Care for Our Environment: Me Ako ki te Tiaki Taiao: A National Strategy for Environmental Education	1998 June
		82. National Energy Efficiency and Conservation Strategy: Towards a Sustainable Energy Future	2001 September
		83. The New Zealand Waste Strategy	2002 March
		84. Dairying and Clean Streams Accord Between Fonterra Co-operative, Group Regional Councils, Ministry for the Environment, and Ministry of Agriculture and Forestry	2003 May



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Simon Upton, Minister for the Environment, Wyatt Creech, Minister of Education, Deborah Morris, Associate Minister for the Environment, Brian Donnelly, Associate Minister of Education	1998–NK	28	No	There was no replacement
Labour	Crown: Hon. Pete Hodgson, Minister for Energy	2001–NK	34	No	The New Zealand Energy Strategy and New Zealand Energy Efficiency and Conservation Strategy (This is run by EECA which is not a public department but a crown entity)
Labour	Crown: Hon. Marian L Hobbs, Minister for the Environment  Other: Basil Morrison, President, Local Government New Zealand	2002–NK	48	No	The New Zealand Waste Strategy: Reducing Harm, Improving Efficiency (2010)
Labour	Crown: Hon. Marian Hobbs, Minister for the Environment, Hon. Jim Sutton, Minister of Agriculture  Other: Henry van der Heyden, Chairman, Fonterra Co-operative Group, Neil Clarke, Chairman, Regional Affairs Committee, Local Government New Zealand	2003–NK	5	No	The Accord expired in 2012 and has been replaced by an industry-led strategy: 'The Sustainable Dairying: Water Accord: A Commitment to New Zealand by the Dairy Sector' (2013)

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
13	Ministry for the Environment (Cont.)	85. Strategy for Improving the Workability of Hazardous Substances Provisions of the Hazardous Substances and New Organisms Act	2003 June
		86. The Water Programme of Action	2003 November
		87. New Zealand Packaging Accord 2004	2004 July
		88. New Zealand Urban Design Protocol	2005 March
		89. Climate Change Solutions: Whole of Government Climate Change Work Programmes	2006 June
		90. New Zealand's National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	2006 December
		91. Meeting the Challenges of Future Flooding in New Zealand	2008 August
		92. Water Research Strategy	2009 December
		93. The New Zealand Waste Strategy: Reducing Harm, Improving Efficiency	2010 October
		94. Clean Healthy Air for All New Zealanders: The National Air Quality Compliance Strategy to Meet the PM <sub>10</sub> Standard	2011 August
95. Rena: Long-term Environmental Recovery Plan	2011 December		

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Not signed	2003–NK	22	No	There was no replacement
Labour	Not signed	2003–NK	2	No	NK
Labour	Crown: Hon. Marian L Hobbs, Minister for the Environment	2004–2009 (60 months)	8	Yes	-
Labour	Crown: Hon. Marian L Hobbs, Minister With Responsibility for Urban Affairs, Minister for the Environment	2005–NK	34	Yes	-
Labour	Not signed	2006–NK	100	No	Climate Change Information (Note this is not a strategy but a collection of work programmes from a lot of departments)
Labour	Crown: Hon. David Benson-Pope, Minister for the Environment	2006–NK	81	Yes	-
Labour	Not signed	2008–NK	51	Yes	-
National	Not signed	2000–NK	19	Yes	-
National	Crown: Hon. Dr Nick Smith, Minister for the Environment	2010–NK	12	Yes	-
National	Crown: Hon. Dr Nick Smith, Minister for the Environment	2011–NK	64	Yes	-
National	Crown: Hon. Dr Nick Smith, Minister for the Environment	2011–NK	33	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
13	Ministry for the Environment (Cont.)	96. Freshwater Reform: 2013 and Beyond	2013 March
		97. A Framework for Environmental Reporting in New Zealand	2014 February
14	Ministry of Business, Innovation and Employment	98. RS&T: 2010: The Government's Strategy for Research, Science and Technology in New Zealand to the Year 2010: Strategic Overview	1996 August
		99. A Strategic Plan for Māori Tourism Development for the Ministry of Māori Development, 1999–2002	1999
		100. Industry Development Strategy	2000 May
		101. Regional Development Strategy	2000 June
		102. New Zealand Tourism Strategy 2010	2001
		103. E-Commerce: Building the Strategy for New Zealand	2001 November
		104. Connecting Communities: A Strategy for Government Support of Community Access to Information and Communications Technology	2002 June
		105. A Future Together: The New Zealand Settlement Strategy in Outline	2003

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Amy Adams, Minister for the Environment, Hon. Nathan Guy, Minister for Primary Industries	2013–NK	56	Yes	-
National	Not signed	2014–NK	22	Yes	-
National	Crown: Simon Upton, Minister of Research Science and Technology	1996–1999 (36 months)	26	No	NK
NK	Not signed	1999–2002 (36 months)	7	No	NK
Labour	Crown: Jim Anderton, Minister for Industry and Regional Development	2000–NK	8	No	NK
Labour	Crown: Jim Anderton, Minister for Industry and Regional Development	2000–NK	11	No	NK
National	Not signed	2010–NK	85	No	New Zealand Tourism Strategy 2015
Labour	Crown: Hon. Paul Swain, Minister for Information Technology, Minister of Commerce, Minister of Communications	2001–NK	16	No	NK
Labour	Crown: Steve Maharey, Minister of Social Service and Employment	2002–NK	17	No	NK
Labour	Crown: Hon. Paul Swain, Minister of Immigration	2003–NK	27	No	Our Future Together: New Zealand Settlement Strategy

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
14	Ministry of Business, Innovation and Employment (Cont.)	106. New Zealand Biotechnology Strategy: A Foundation for Development With Care	2003 May
		107. Vision Mātauranga: Unlocking the Innovation Potential of Māori Knowledge, Resources and People	2005 March
		108. The Digital Strategy: Creating Our Digital Future	2005 May
		109. Workplace Health and Safety Strategy for New Zealand to 2015, Ruataki mō te Haumaruru me te Hauora o te Wāhi Mahi mō Aotearoa ki te 2015	2005 June
		110. Labour Market & Employment Strategy: Better Work, Working Better	2005 June
		111. Roadmaps for Science: Energy Research	2006 December

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Pete Hodgson, Minister of Research, Science and Technology	2003–NK	41	No	NK
Labour	Not signed	2005–NK	25	Yes	-
Labour	Crown: Hon. David Cunliffe, Minister for Information Technology Minister of Communications	2005–2010 (60 months)	57	No	NK
Labour	Crown: Hon. Ruth Dyson, Associate Minister of Labour	2003–2015 (144 months)	28	Yes	-
Labour	Crown: Hon. Steve Maharey, Minister for Social Development and Employment, Hon. Paul Swain, Minister of Labour, Hon. Ruth Dyson, Associate Minister of Labour  Other: Phil O'Reilly, Chief Executive, Business New Zealand, Ross Wilson, President, New Zealand Council of Trade Unions, Charles Finny, Director, New Zealand Chambers of Commerce and Industry, Garry Moore, Chair, Mayors Taskforce for Jobs	2005–NK	28	No	NK
Labour	Crown: Hon. Steve Maharey, Minister of Research, Science and Technology	2006–2011 (60 months)	48	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
14	Ministry of Business, Innovation and Employment (Cont.)	112. Roadmaps for Science: Nanoscience + Nanotechnologies	2006 December
		113. Our Future Together: New Zealand Settlement Strategy	2007
		114. New Zealand Tourism Strategy 2015	2007
		115. Roadmaps for Science: Biotechnology Research	2007 March
		116. New Zealand Energy Strategy to 2050: Powering Our Future: Towards a Sustainable Low Emissions Energy System	2007 October
		117. Oil Emergency Response Strategy: Government Response to an Oil Supply Disruption	2008 July
		118. New Zealand Energy Strategy 2011–2021: Developing Our Energy Potential	2011
		119. New Zealand Energy Efficiency and Conservation Strategy 2011–2016	2011
		120. Refugee Settlement: New Zealand Resettlement Strategy	2012



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Steve Maharey, Minister of Research, Science and Technology	2006–2011 (60 months)	68	No	NK
Labour	Crown: Hon. David Cunliffe, Minister of Immigration	2007–NK	23	Yes	-
Labour	Crown: Hon. Damien O’Connor, Minister of Tourism  Other: Fiona Luhrs, Tourism Industry Association, George Hickson, Tourism New Zealand, Ray Salter, Ministry of Tourism	2007–2015 (96 months)	80	No	Tourism 2025: Growing Value Together, Whakatipi Uara Ngatahi (2014, March) (This is led by the Tourism Industry Association New Zealand)
Labour	Crown: Hon. Steve Maharey, Minister of Research, Science and Technology	2007–2011 (48 months)	74	No	NK
Labour	Crown: Hon. David Parker, Minister of Energy	2007–2050 (516 months)	107	Yes	-
Labour	Not signed	2008–NK	22	Yes	-
National	Crown: Hon. Hekia Parata, Acting Minister of Energy and Resources	2011–2021 (120 months)	12	Yes	-
National	Crown: Hon. Hekia Parata, Acting Minister of Energy and Resources	2011–2016 (60 months)	12	Yes	-
National	Not signed	2013–NK	10	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
14	Ministry of Business, Innovation and Employment (Cont.)	121. Strategy to 2040: He kai kei aku ringa: The Crown-Māori Economic Growth Partnership	2012 November
		122. The Business Growth Agenda: Future Direction 2014	2014
15	Ministry of Defence	123. Defence Long-term Development Plan	2002 June
		124. The Defence Sustainability Initiative: Building a Long-term Future for the New Zealand Defence Force	2005 May
		125. Defence Long-term Development Plan 2006 Update	2006 October
		126. Defence White Paper 2010	2010 November
		127. Defence Capability Plan	2011 September
		128. Defence Capability Plan	2014 June
16	Ministry of Education	129. Ko e Ako 'a e Kakai Pasifika: Pacific Islands Peoples' Education in Aotearoa, New Zealand Towards the Twenty-first Century: A Plan to Promote Pacific Islands Peoples' Success in New Zealand Education	1996 December
		130. Pasifika Education Plan 2001–2005	2001

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Other: Ngahiwi Tomoana, Māori Economic Development Panel Chair, Professor Guy Whittred, Māori Economic Development Panel Deputy Chair	2012–2040 (336 months)	15	Yes	-
National	Crown: Hon. Bill English, Minister of Finance, Hon. Steven Joyce, Minister for Economic Development	2014–NK	122	Yes	-
Labour	Not signed	2002–NK	55	No	Defence Long-term Development Plan: 2006 Update
Labour	Not signed	2005–NK	16	No	NK
Labour	Crown: Hon. Phil Goff, Minister of Defence	2006–NK	57	No	NK
National	Crown: Rt Hon. John Key, Prime Minister, Hon. Dr Wayne Mapp, Minister of Defence	2010–2035 (300 months)	98	Yes	-
National	Crown: Hon. Dr Wayne Mapp, Minister of Defence	2010–2020 (120 months)	37	Yes	-
National	Crown: Hon. Dr Jonathan Coleman, Minister of Defence	2014–NK	40	Yes	-
National	Other: Howard Fancy, Secretary for Education	1996–NK	36	No	Pasifika Education Plan 2001–2005
Labour	Not signed	2001–2005 (48 months)	8	No	Pasifika Education Plan 2006–2010

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
16	Ministry of Education (Cont.)	131. More Than Words: The New Zealand Adult Literacy Strategy, Kei tua atu i te kupu: Te mahere rautaki whiringa ako o Aotearoa	2001 May
		132. Tertiary Education Strategy 2002/07	2002
		133. Pathways to the Future: Ngā Huarahi Arataki: A 10-year Strategic Plan for Early Childhood Education 2002–2012	2002 September
		134. The Adult ESOL Strategy	2003 May
		135. Māori Education Strategy.*	2005
		136. Making a Bigger Difference for All Students, Hangaia he huarahi hei whakarewa aka I ngā tauira katoa: Schooling Strategy 2005–2010	2005 June
		137. Better Outcomes for Children: An Action Plan for GSE 2006–2011	2006
		138. Enabling the 21st Century Learner: An e-Learning Action Plan for Schools 2006–2010	2006
		139. The Arts Strategy 2006–2008	2006
140. Pasifika Education Plan 2006–2010	2006 June		

\* This is believed to be a republication of the 1999 Māori Education Strategy

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Trevor Mallard, Minister of Education, Hon. Marian Hobbs, Associate Minister of Education (Adult and Community Education)	2001–NK	28	No	The Learning for Living Strategy (2004) (This is run by the Tertiary Education Commission)
Labour	Crown: Steve Maharey, Minister of Education	2002–2007 (60 months)	68	No	Tertiary Education Strategy 2007–2012
Labour	Crown: Hon. Trevor Mallard, Minister of Education	2002–2012 (120 months)	21	No	There was no replacement
Labour	Crown: Hon. Lianne Dalziel, Associate Minister of Education	2003–NK	24	No	The Learning for Living Strategy (2004) (This is run by the Tertiary Education Commission)
Labour	Not signed	2000–NK	6	No	NK
Labour	Crown: Trevor Mallard, Minister of Education	2005–2010 (60 months)	8	No	There was no replacement
Labour	Other: Howard Fancy, Secretary for Education, Barbara Disley, Deputy Secretary Special Education	2006–2011 (60 months)	44	No	Success for All – Every School, Every Child (2010)
Labour	Crown: Steve Maharey, Minister of Education	2006–2010 (48 months)	24	No	There was no replacement
Labour	Not signed	2006–2008 (24 months)	15	No	NK
Labour	Crown: Steve Maharey, Minister of Education	2006–2010 (48 months)	2	No	Pasifika Education Plan 2008–2012

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
16	Ministry of Education (Cont.)	141. Tertiary Education Strategy 2007–12: Incorporating Statement of Tertiary Education Priorities 2008–10	2006 December
		142. The International Education Agenda: A Strategy for 2007–2012	2007 August
		143. ICT Strategic Framework for Education 2008–2012	2008

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Michael Cullen, Minister for Tertiary Education	2007–2012 (60 months)	41	No	Tertiary Education Strategy 2010–2015
Labour	Crown: Hon. Michael Cullen, Minister for Tertiary Education (but not signed)	2007–2012 (60 months)	48	No	Leadership Statement for International Education, Version One
NK	Other: Karen Sewell, Secretary for Education, Chair, Education Sector ICT Standing Committee, Lester Oakes, Chief Executive, Career Services, Graham Stoop, Chief Review Officer, Education Review Office, Helen Anderson, Chief Executive, Ministry of Science Research and Technology, Penny Carnaby, National Librarian, National Library of New Zealand, Karen Poutasi, Chief Executive, New Zealand Qualifications Authority, Peter Lind, Director, New Zealand Teachers Council, Roy Sharp, Chief Executive, Tertiary Education Commission, Mike Hollings, Chief Executive, The Correspondence School	2008–2012 (48 months)	14	No	Education Agencies' ICT Investment Framework: Strategy 2011–2014

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
16	Ministry of Education (Cont.)	144. Pasifika Education Plan 2008–2012	2008
		145. Ka Hikitia: Managing for Success: Māori Education Strategy 2008–2012, Updated 2009	2008



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	<p>Crown:</p> <p>Hon. Pete Hodgson, Minister for Tertiary Education, Hon. Chris Carter, Minister of Education, Hon. Luamanuvao Winnie Laban, Minister of Pacific Island Affairs</p> <p>Other:</p> <p>Karen Sewell, Secretary for Education, Chief Executive, Ministry of Education, Dr Colin Tukuitonga, Chief Executive, Ministry of Pacific Island Affairs, Lester Oakes, Chief Executive, Career Services, Dr Graham Stoop, Chief Executive, Education Review Office, Dr Karen Poutasi, Chief Executive, New Zealand Qualifications Authority, Dr Peter Lind, Director, New Zealand Teachers Council, Dr Roy Sharp, Chief Executive, Tertiary Education Commission</p>	2008–2012 (48 months)	15	No	Pasifika Education Plan 2009–2012
NK	<p>Crown:</p> <p>Hon. Anne Tolley, Minister of Education</p> <p>Other:</p> <p>Karen Sewell, Secretary for Education, Apyll Parata, Deputy Sectary, Māori Education Ministry of Education</p>	2008–2012 (48 months)	18	No	Ka Hikitia: Accelerating Success 2013–2017

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
16	Ministry of Education (Cont.)	146. Pasifika Education Plan 2009–2012	2009
		147. Success for All: Every School, Every Child: Building an Inclusive Education System	2010
		148. Tertiary Education Strategy 2010–15	2010 January
		149. Education Agencies’ ICT Investment Framework: Strategy 2011–2014	2011
		150. The New Zealand School Property Strategy 2011–2021	2011
		151. Leadership Statement for International Education, Version One	2011 September

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Anne Tolley, Minister of Education, Hon. Georgina te Heuheu, Minister of Pacific Island Affairs  Other: Karen Sewell, Secretary for Education	2009–2012 (36 months)	8	No	Pasifika Education Plan 2013–2017
National	Not signed	2010–2014 (48 months)	12	Yes	-
National	Crown: Anne Tolley, Minister of Tertiary Education	2010–2015 (60 months)	25	No	Tertiary Education Strategy 2014–2019
National	Other: Lesley Longstone, Chair, Education Sector ICT Standing Committee, Secretary for Education	2011–2014 (36 months)	11	No	There was no replacement
National	Other: Karen Sewell, Secretary for Education	2011–2021 (120 months)	21	Yes	-
National	Not signed	2011–NK	17	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
16	Ministry of Education (Cont.)	152. Pasifika Education Plan 2013–2017	2012 November
		153. Ka Hikitia: Accelerating Success 2013–2017: The Māori Education Strategy	2013
		154. Tau Mai Te Reo: The Māori Language in Education Strategy 2013–2017	2013
		155. Tertiary Education Strategy 2014–2019	2014 March

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	<p>Crown:</p> <p>Hon. Hekia Parata, Minister of Education, Hon. Steven Joyce, Minister for Tertiary Education, Skills and Employment</p> <p>Other:</p> <p>Lesley Longstone, Secretary for Education, Ministry of Education, Pauline Winter, Chief Executive, Ministry of Pacific Island Affairs, Dr Graham Stoop, Chief Review Officer &amp; Chief Executive, Education Review Office, Dr Karen Poutasi, Chief Executive, New Zealand Qualifications Authority, Belinda Clark, Chief Executive, Tertiary Education Commission, Dr Graeme Benny, Chief Executive, Careers New Zealand, Dr Peter Lind, Director, New Zealand Teachers Council, Lorraine Kerr, President, New Zealand School Trustees Association</p>	2013–2017 (48 months)	14	Yes	-
National	Not signed	2013–2017 (48 months)	60	Yes	-
National	Not signed	2013–2017 (48 months)	51	Yes	-
National	<p>Crown:</p> <p>Hon. Steven Joyce, Minister for Tertiary Education, Skills and Employment</p>	2014–2019 (60 months)	24	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
17	Ministry of Foreign Affairs and Trade	156. Strategic Policy Framework for Relations Between NZAID and New Zealand NGOs	2000 August
		157. Policy Statement: Towards a Safe and Just World Free of Poverty	2002 July
		158. NZAID Human Rights Policy: Implementation Plan of Action 2004–09	2004
		159. Preventing Conflict and Building Peace	2005 February
		160. New Zealand’s Pacific Fisheries Strategy 2006–2010	2006 October
		161. Pacific Strategy 2007–2015: Te Ara Tupu – The Pathway of Growth: Tackling Poverty in Our Region	2007

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	<p>Crown: Matt Robson, Associate Minister of Foreign Affairs and Trade</p> <p>Other: Steve Tollestrup, Chairperson, Council for International Development, Peter Adams, Director, Development Cooperation Division MFAT, Pat Webster, Executive Director, Council for International Development</p>	2000–NK	17	No	There was no replacement (Note: A review of this GDS took place in October 2003. During this review an additional foreword and preamble were added.)
Labour	<p>Crown: Hon. Phil Goff, Minister of Foreign Affairs and Trade, Hon. Matt Robson, Associate Minister of Foreign Affairs and Trade</p>	2002–NK	24	No	International Development Policy Statement: Supporting Sustainable Development [In Developing Countries] (March 2011)
Labour	Not signed	2004–2009 (60 months)	11	No	There was no replacement
Labour	Not signed	2005–NK	18	No	There was no replacement
Labour	Not signed	2006–2010 (48 months)	21	No	NK
Labour	<p>Crown: Rt Hon. Winston Peters, Minister of Foreign Affairs</p>	2007–2015 (96 months)	40	No	International Development Policy Statement: Supporting Sustainable Development [In Developing Countries] (March 2011)

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
17	Ministry of Foreign Affairs and Trade (Cont.)	162. New Zealand Antarctic & Southern Ocean Science: Directions and Priorities 2010–2020	2010
		163. Latin America: A Revised Approach	2010 May
		164. International Development Policy Statement: Supporting Sustainable Development [In Developing Countries]	2011 March
		165. Opening Doors to India: New Zealand’s 2015 Vision	2011 October
		166. Opening Doors to China: New Zealand’s 2015 Vision	2012 February
		167. International Development Group Strategic Plan 2012–2015: Development that Delivers	2012 September
		168. Advancing With Australia: New Zealand Inc Australia Strategy	2013
		169. Opening Doors to the Gulf Region: The New Zealand Inc Strategy	2013 July
		170. New Zealand’s ASEAN Partnership: One Pathway to Ten Nations	2013 July



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Murray McCully, Minister of Foreign Affairs, Hon. Dr Wayne Mapp, Minister of Science and Innovation, Hon. Phil Heatley, Minister of Fisheries and Aquaculture	2010–2020 (120 months)	25	Yes	-
National	Not signed	2010–NK	14	Yes	-
National	Not signed	2011–NK	13	Yes	-
National	Crown: Rt Hon. John Key, Prime Minister	2011–NK	41	Yes	-
National	Crown: Rt Hon. John Key, Prime Minister	2011–2015 (48 months)	41	Yes	-
National	Not signed	2012–2015 (36 months)	25	Yes	-
National	Crown: Rt Hon. John Key, Prime Minister	2012–2016 (48 months)	17	Yes	-
National	Crown: Rt Hon. John Key, Prime Minister	2013–2017 (48 months)	20	Yes	-
National	Crown: Rt Hon. John Key, Prime Minister	2013–2017 (48 months)	17	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
18	Ministry of Health	171. Te Ara Tohu: Strategic Management Plan for Māori Health 1994–1999	1995
		172. Moving Forward: The National Mental Health Plan for More and Better Services	1997 July
		173. Child Health Strategy	1998 June
		174. National Drug Policy: A National Drug Policy for New Zealand 1998–2003	1998 June
		175. Reduced Waiting Times for Public Hospital Elective Services	2000 March
		176. The New Zealand Health Strategy	2000 December
		177. The New Zealand Palliative Care Strategy	2001 February
		178. The Primary Health Care Strategy	2001 February
		179. National Alcohol Strategy 2000–2003	2001 March
		180. The New Zealand Disability Strategy: Making a World of Difference: Whakanui Oranga	2001 April
		181. Sexual and Reproductive Health Strategy: Phase One	2001 October
		182. Health of Older People Strategy	2002

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Other: Christopher Lovelace, Director General, Ministry of Health	1994–1999 (60 months)	21	No	NK
National	Crown: Hon. Bill English, Minister of Health	1997–NK	70	No	Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017
National	Crown: Hon. Bill English, Minister of Health	1998–NK	63	No	There was no replacement
National	Crown: Hon. Roger Sowry, Associate Minister of Health	1998–2003 (60 months)	49	No	National Drug Policy 2007–2012
Labour	Not signed	2000–NK	23	Yes	-
Labour	Crown: Hon. Annette King, Minister of Health	2000–NK	58	Yes	-
Labour	Crown: Hon. Annette King, Minister of Health	2001–NK	59	Yes	-
Labour	Crown: Hon. Annette King, Minister of Health	2001–NK	34	Yes	-
Labour	Crown: Hon. Annette King, Minister of Health	2000–2003 (36 months)	72	No	There was no replacement
Labour	Crown: Hon. Lianne Dalziel, Minister for Disability Issues	2001–NK	32	Yes	Currently being updated 2014–2018
Labour	Crown: Annette King, Minister of Health	2001–NK	27	Yes	-
Labour	Not signed	2002–NK	86	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
18	Ministry of Health (Cont.)	183. The Pacific Health and Disability Action Plan	2002 February
		184. Te Puāwaitanga: Māori Mental Health National Strategic Framework	2002 April
		185. Youth Health: A Guide to Action	2002 September
		186. He Korowai Oranga: Māori Health Strategy	2002 November
		187. Building on Strengths: A New Approach to Promoting Mental Health in New Zealand/Aotearoa	2002 December
		188. Child Health Information Strategy	2003 April
		189. The New Zealand Cancer Control Strategy	2003 August
		190. Clinical Training Agency Strategic Intentions 2004–2013	2004 January

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Annette King, Minister of Health	2002–NK	25	No	'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2010–2014
Labour	Other: Dr Janice Wilson, Deputy Director-General, Mental Health Directorate, Arawhetu Peretini, Manager, Māori Mental Health	2002–NK	22	No	Te Puāwaiwhero: The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015
Labour	Crown: Hon. Annette King, Minister of Health, John Tamihere, Minister of Youth Affairs	2002–NK	60	Yes	-
Labour	Crown: Hon. Annette King, Minister of Health, Hon. Tariana Turia, Associate Minister of Health	2002–NK	41	No	The Guide to He Korowai Oranga: Māori Health Strategy 2014
Labour	Other: Mita Ted Te Hae, Cultural Advisor, Health Promotion, Nohopuku Williams, Strategy Writer, Ministry of Health, Don Matheson, Deputy Director-General, Public Health, Janice Wilson, Deputy Director General, Mental Health	2002–NK	62	No	NK
Labour	Not signed	2003–NK	15	No	There was no replacement
Labour	Crown: Hon. Annette King, Minister of Health	2003–NK	79	Yes	-
Labour	Other: Gordon Davies, Deputy Director-General, DHB Funding and Performance	2004–2013 (108 months)	43	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
18	Ministry of Health (Cont.)	191. Clearing the Smoke: A Five-year Plan for Tobacco Control in New Zealand (2004–2009)	2004 September
		192. Problem Gambling Research Programme 2005–2010	2005
		193. Preventing and Minimising Gambling Harm: Strategic Plan 2004–2010	2005 March
		194. Te Tāhuhu: Improving Mental Health 2005–2015: The Second New Zealand Mental Health and Addiction Plan	2005 June
		195. National Mental Health Information Strategy	2005 June
		196. Health Information Strategy for New Zealand 2005	2005 August
		197. Pacific Provider Development Fund Purchasing Strategy 2005/06 to 2007/08	2005 October
		198. New Zealand Suicide Prevention Strategy 2006–2016	2006 June
		199. National Drug Policy 2007–2012	2007

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Not signed	2004–2009 (60 months)	43	No	There was no replacement
Labour	Not signed	2005–2010 (60 months)	52	No	There was no replacement
Labour	Crown: Hon. Damien O’Connor, Associate Minister of Health	2004–2010 (72 months)	25	No	Preventing and Minimising Gambling Harm: Six-year Strategic Plan 2010/11–2015/16
Labour	Crown: Hon. Annette King, Minister of Health	2005–2015 (120 months)	23	No	Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017
Labour	Other: Dr Janice Wilson, Deputy Director-General, Mental Health	2005–2010 (60 months)	35	No	Replaced in part by ‘Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017’
Labour	Crown: Hon. Annette King, Minister of Health	2005–NK	103	No	National Health IT Plan Update 2013/14
Labour	Not signed	2005–2008 (36 months)	25	No	Pacific Provider Development Fund Purchasing Strategy 2008/09  (This is an interim document, however, a new strategy was not published, and it does not meet the GDS criteria)
Labour	Crown: Hon. Jim Anderton, Associate Minister of Health	2006–2016 (120 months)	32	Yes	-
Labour	Crown: Hon. Jim Anderton, Associate Minister of Health	2007–2012 (60 months)	40	Yes	Currently under review

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
18	Ministry of Health (Cont.)	200. Medicines New Zealand: Contributing to Good Health Outcomes for All New Zealanders	2007 December
		201. Te Puāwaiwhero: The Second Māori Mental Health and Addiction National Strategic Framework 2008–2015	2008 July
		202. National Health Emergency Plan	2008 December
		203. National Strategic Plan of Action for Breastfeeding 2008–2012	2009 March
		204. The New Zealand Ambulance Service Strategy: The First Line of Mobile Emergency Intervention in the Continuum of Health Care	2009 June
		205. ‘Ala Mo’ui: Pathways to Pacific Health and Wellbeing 2010–2014	2010 January
		206. Actioning Medicines New Zealand 2010	2010 April
		207. Preventing and Minimising Gambling Harm: Six-year Strategic Plan 2010/11–2015/16	2010 May
		208. National Health IT Plan: Enabling an Integrated Healthcare Model	2010 September
		209. Better, Sooner, More Convenient Health Care in the Community	2011 June
210. National Health Emergency Plan: Mass Casualty Action Plan	2011 September		



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Peter Dunne, Associate Minister of Health, Hon. David Cunliffe, Minister of Health	2007–NK	18	Yes	-
Labour	Crown: Hon. David Cunliffe, Minister of Health, Hon. Mita Ririnui, Associate Minister of Health	2008–2015 (84 months)	39	No	Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017
National	Other: Stephen McKernan, Director-General of Health	2008–NK	65	Yes	-
National	Not signed	2008–2012 (48 months)	48	No	There is no replacement
National	Other: Mark Woodard, Group Manager	2009–2020 (132 months)	13	Yes	-
National	Crown: Hon. Tony Ryall, Minister of Health, Hon. Georgina Te Heuheu, QSO Minister of Pacific Island Affairs	2010–2014 (48 months)	24	No	'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014–2018
National	Not signed	2010–NK	6	Yes	-
National	Crown: Hon. Peter Dunne, Associate Minister of Health	2010–2016 (72 months)	37	Yes	-
National	Other: Graeme Osborne, Director National Health IT Board	2010–2014 (48 months)	66	No	National Health IT Plan Update 2013/2014
National	Not signed	2009–NK	23	Yes	-
National	Other: Charles Blanch, Director Emergency Management	2011–NK	25	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
18	Ministry of Health (Cont.)	211. Disability Support Services Strategic Plan 2010 to 2014: Towards a More Flexible Disability Support System: Nothing for Us Without Us	2012 March
		212. Whāia Te Ao Mārama: The Māori Disability Action Plan for Disability Support Services 2012 to 2017	2012 August
		213. Rising to the Challenge: The Mental Health and Addiction Service Development Plan 2012–2017	2012 December
		214. Preventing and Minimising Gambling Harm: Three-year Service Plan and Levy Rates for 2013/14 to 2015/16	2013 May
		215. New Zealand Suicide Prevention Action Plan 2013–2016	2013 May
		216. National Health IT Plan Update	2013 November
		217. National Health Emergency Plan: H5N1 Pre-Pandemic Vaccine Usage Policy (Revised 2013)	2013 December
		218. National Health Emergency Plan: National Reserve Supplies Management and Usage Policies, 3rd Edition	2013 December
		219. Care Closer to Home	2014 February
		220. 'Ala Mo'ui: Pathways to Pacific Health and Wellbeing 2014–2018	2014 June
		221. The Guide to He Korowai Oranga: Māori Health Strategy 2014	2014 June

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Not signed	2010–2014 (48 months)	12	Yes	-
National	Crown: Hon. Tariana Turia, Associate Minister of Health	2012–2017 (60 months)	14	Yes	-
National	Crown: Hon. Peter Dunne, Associate Minister of Health  Other: Kevin Woods, Director-General of Health	2012–2017 (60 months)	71	Yes	-
National	Not signed	2013–2016 (36 months)	31	Yes	-
National	Crown: Hon. Peter Dunne, Associate Minister of Health	2013–2016 (36 months)	8	Yes	-
National	Other: Dr Murray Milner, Chair, National Health IT Board	2013–2019 (72 months)	32	Yes	-
National	Not signed	2013–NK	22	Yes	-
National	Not signed	2013–NK	11	Yes	-
National	Not signed	2014–NK	21	Yes	-
National	Crown: Hon. Tariana Turia, Associate Minister of Health  Other: Hilda Fa’asalele, Chief Advisor, Pacific Health	2014–2018 (48 months)	35	Yes	-
National	Not signed	2014–NK	13	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
19	Ministry of Justice	222. Justice Sector Information Strategy: “Informing the Justice Sector”	1996 August
		223. Crime Reduction Strategy 2002	2002
		224. Youth Offending Strategy: Preventing and Reducing Offending and Re-offending by Children and Young People: Te Haonga	2002 April
		225. Te Ara Hei Mua, The Pathway Forward 2003–2006	2003 June

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Douglas Graham, Minister of Justice	1996–NK	97	No	Te Ara Hei Mua, The Pathway Forward 2003–2006
Labour	Not signed	2002–NK	18	No	Evolved into seven different pieces of work:  ‘Te Rito’ (Ministry of Social Development) ‘Action Plan to Reduce Community Violence and Sexual Violence’ ‘Serious Traffic Offending’ (Ministry of Transport) ‘Youth Offending Strategy’ ‘Burglary’ (NZ Police) ‘Theft of and From Cars’ (NZ Police) ‘Organised Crime Strategy’
Labour	Crown: Hon. Phil Goff, Minister of Justice, Steve Maharey, Minister of Social Services and Employment	2002–NK	67	No	Youth Crime Action Plan 2013–2023
Labour	Crown: Rick Barker, Associate Minister of Justice	2003–2006 (36 months)	37	No	Justice Sector Information Strategy / 01 July 2006–30 June 2011

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
19	Ministry of Justice (Cont.)	226. Safer Communities: Action Plan to Reduce Community Violence & Sexual Violence	2004 June
		227. Justice Sector Information Strategy / 01 July 2006–30 June 2011	2006 July
		228. STOP Strategy: A Strategy for Change 2008–2011	2008
		229. Organised Crime Strategy: Developing a Whole of Government Approach to Combat Organised Crime	2008
		230. Strengthening New Zealand’s Resistance to Organised Crime: An All-of-government Response August 2011	2011 August
		231. Delivering Better Public Services: Reducing Crime and Re-offending Result Action Plan	2012 July

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Phil Goff, Minister of Justice	2004–NK	68	No	There is no replacement but two initiatives arose from this strategy:  'National Guidelines on Crime Prevention' and 'A Taskforce for Action on Sexual Violence' (Neither of these is identified as a strategy)
Labour	Crown: Hon. Clayton Cosgrove, Associate Minister of Justice	2006–2011 (60 months)	28	No	Justice Sector Information Strategy 2012–2015 (not published)
Labour	Crown: Hon. Annette King, Minister of Justice	2008–2011 (36 months)	37	No	There was no replacement
Labour	Not signed	2008–2011 (36 months)	11	No	Strengthening New Zealand's Resistance to Organised Crime: An All-of-government Response August 2011
National	Crown: Hon. Simon Power, Minister of Justice, Hon. Judith Collins, Minister of Police	2011–2014 (36 months)	37	Yes	-
National	Not signed	2012–NK	16	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
19	Ministry of Justice (Cont.)	232. Youth Crime Action Plan 2013–2023 Report	2013 October
20	The Ministry of Māori Development, Te Puni Kōkiri	233. Kia piki te ora o te taitamariki: Strengthening Youth Wellbeing: New Zealand Youth Suicide Prevention Strategy	1998 March
		234. In Our Hands: New Zealand Youth Suicide Prevention Strategy	1998 March
		235. Te Rautaki Reo Māori, The Māori Language Strategy	2003 June
21	Ministry of Pacific Island Affairs	236. Ala Fou – New Pathways: Strategic Directions for Pacific Youth in New Zealand	2003
		237. Pacific Economic Action Plan and Pacific Women’s Economic Development Plan	2005
		238. Pathways to Leadership: Goal 2010: A Report on Pacific Leadership in the Public Service	2006
		239. Auckland Pacific Strategy: Successful Pacific Peoples 2009–2014	2009



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Chester Borrows, Associate Minister of Justice, Associate Minister of Social Development	2013–2023 (120 months)	58	Yes	-
National	Crown: Hon. Debora Morris, Minister of Youth Affairs, Hon. Bill English, Minister of Health, Hon. Tau Henare, Minister of Māori Affairs	1998–NK	16	No	The New Zealand Suicide Prevention Action Plan 2006–2012
National	Crown: Hon. Debora Morris, Minister of Youth Affairs, Hon. Bill English, Minister of Health, Hon. Tau Henare, Minister of Māori Affairs	1998–NK	41	No	The New Zealand Suicide Prevention Strategy 2006–2016
Labour	Crown: Hon. Pakekura Horomai, Minister of Māori Affairs	2003–NK	38	No	Currently being replaced
National	Other: Fuimaono Les McCarthy, Chief Executive, Ministry of Pacific Island Affairs	2003–NK	48	No	‘Ala Mo’ui: Pathways to Pacific Health and Wellbeing 2010–2014
Labour	Other: Dr Colin Tukuitonga, Chief Executive of MPIA	2005–NK	17	No	Helps inform the Ministry of Pacific Island Affairs’ Strategic Intentions and Accountability Documents
Labour	Other: Fuimaona Les McCarthy, Chief Executive, Ministry of Pacific Island Affairs	2006–NK	71	No	NK
National	Not signed	2009–2014 (60 months)	31	No	There was no replacement

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
21	Ministry of Pacific Island Affairs (Cont.)	240. Career Futures for Pacific Peoples: A Report on Future Labour Market Opportunities and Education Pathways for Pacific Peoples	2010 October
		241. The Pacific Languages Framework	2012 October
22	Ministry of Social Development	242. Te Punga: Our Bicultural Strategy for the Nineties	1994, late
		243. Strengthening Families for Well-being: From Welfare to Well-being, mai i te toko i te ora ki te oranga: 5th Edition 1998	1998
		244. Opportunity, Capacity, Participation: Government Employment Strategy 2000	2000 September
		245. The New Zealand Positive Ageing Strategy	2001 April
		246. Pathways to Opportunity: Ngā ara whai oranga: From Social Welfare to Social Development	2001 June
		247. Pathways to Inclusion: Ngā ara whakauru ki te iwi whānui: Improving Vocational Services for People with Disabilities	2001 September
		248. Pacific Strategy 2002	2002

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Not signed	2010–NK	36	No	There was no replacement
National	Not signed	2012–NK	8	Yes	-
National	Other: Margaret Bazley, Director-General of Social Welfare	1994–NK	25	No	NK
National	Crown: Roger Sowry, Minister of Social Services, Work and Income  Other: Margaret Bazley, Director-General of Social Welfare	1998–2001 (96 months)	10	Yes	-
Labour	Crown: Steve Maharey, Minister of Social Services and Employment	2000–NK	18	No	Youth Employment Package (This is not a strategy but a government programme)
Labour	Crown: Lianne Dalziel, Minister for Senior Citizens	2001–NK	21	Yes	-
Labour	Crown: Hon. Helen Clarke, Prime Minister, Steve Maharey, Minister of Social Services and Employment	2001–NK	23	No	Welfare Reform (This is not a strategy but a government programme)
Labour	Crown: Hon. Ruth Dyson, Minister of Disability Issues	2001–NK	13	Yes	-
Labour	Not signed	2002–NK	42	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
22	Ministry of Social Development (Cont.)	249. Youth Development Strategy Aotearoa: Action for Child and Youth Development	2002 January
		250. Te Rito: New Zealand Family Violence Prevention Strategy	2002 February
		251. New Zealand’s Agenda for Children: Making Life Better for Children	2002 June
		252. Care and Protection Blueprint 2003	2003
		253. Pacific Youth Development Strategy: Deliver Positive Life-change and Affirmation for All Pacific Youth in Auckland	2005 June
		254. Pate, Lali, Nafa: Strategy for Pacific Islands Employment and Service Delivery	2006

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Laila Harre, Minister of Youth Affairs, Hon. Steve Maharey, Minister of Social Services and Employment	2002–NK	49	Yes	-
Labour	Crown: Steve Maharey, Minister of Social Services and Employment	2002–NK	51	No	‘The Taskforce for Action on Violence Within Families’ provides advice to the Family Violence Ministerial Group (These have been identified as not being strategies)
Labour	Crown: Steve Maharey, Minister of Social Services and Employment, Hon. Laila Harré, Minister of Youth Affairs, Hon. Tariana Turia, Associate Minister of Social Services	2002–NK	50	No	NK
Labour	Crown: Steve Maharey, Minister of Social Services and Employment	2003–NK	42	No	Ma Matou, Ma Tatou and Children’s Action Plan (Child Youth and Family-led plan)
Labour	Not signed	2005–NK	14	No	There was no replacement
Labour	Other: Margaret Bazley, Director-General of Social Welfare	2006–NK	20	No	NK

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
22	Ministry of Social Development (Cont.)	255. Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand Carers’ Strategy and Five-year Action Plan 2008	2008 April
		256. Delivering Better Public Services: Reducing Long-term Welfare Dependence: Result Action Plan	2012 August
		257. Delivering Better Public Services: Supporting Vulnerable Children: Result Action Plan	2012 August
		258. Children’s Action Plan: Identifying, Supporting and Protecting Vulnerable Children: The White Paper for Vulnerable Children	2012 October
		259. Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand Carers’ Strategy Action Plan for 2014 to 2018	2014 February
		260. Disability Action Plan 2014–2018: New Zealand’s Priorities to Advance Implementation of the United Nations Convention on the Rights of Persons With Disabilities and the New Zealand Disability Strategy	2014 May
23	Ministry of Transport	261. New Zealand Transport Strategy	2002 December
		262. Road Safety to 2010	2003 October
		263. Getting There — On Foot, by Cycle: A Strategy to Advance Walking and Cycling in New Zealand Transport	2005 February
		264. National Rail Strategy to 2015	2005 May

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Crown: Hon. Ruth Dyson, Minister of Social Development and Employment	2008–2013 (60 months)	32	No	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa: The New Zealand Carers’ Strategy Action Plan for 2014 to 2018
National	Not signed	2012–2017 (60 months)	8	Yes	-
National	Not signed	2012–2017 (60 months)	20	Yes	-
National	Not signed	2012–2017 (60 months)	12	Yes	-
National	Crown: Hon. Jo Goodhew, Minister for Senior Citizens	2014–2018 (48 months)	13	Yes	-
National	Not signed	2014–2018 (48 months)	15	Yes	-
Labour	Crown: Hon. Paul Swain, Minister for Transport	2002–NK	52	No	The New Zealand Transport Strategy 2008
Labour	Crown: Hon. Paul Swain, Minister for Transport	2003–2010 (84 months)	36	No	Safer Journeys: New Zealand’s Road Safety Strategy 2010–2020
Labour	Crown: Hon. Peter Hodgson, Minister of Transport	2005–NK	56	No	There was no replacement
Labour	Crown: Hon. Peter Hodgson, Minister of Transport	2005–2015 (120 months)	31	No	There was no replacement

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
23	Ministry of Transport (Cont.)	265. Driver Fatigue Strategy: An Inter-agency Strategy to Combat Driver Fatigue	2007 December
		266. Transport Research Strategy	2007 May
		267. The New Zealand Transport Strategy 2008	2008
		268. Sea Change: Transforming Coastal Shipping in New Zealand: A Strategy for Domestic Sea Freight: May 2008	2008 May
		269. Government Policy Statement on Land Transport Funding 2009/10–2018/19	2008 August
		270. Safer Journeys: New Zealand’s Road Safety Strategy 2010–2020	2010 March
		271. Connecting New Zealand: A Summary of the Government’s Policy Direction for Transport	2011 August
		272. Safer Journeys: Action Plan 2011–2012	2011 May
		273. Government Policy Statement on Land Transport Funding 2012/13–2021/22	2011 July



Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Other: Alan Thompson, Chief Executive of Ministry of Transport	2007–NK	34	No	Captured in ‘Safer Journeys: New Zealand’s Road Safety Strategy 2010–2020’
Labour	Crown: Hon. Annette King, Minister of Transport  Other: Alan Thompson, Chief Executive of Ministry of Transport	2007–NK	21	No	New research strategy to be in place mid 2015
Labour	Crown: Hon. Annette King, Minister of Transport	2008–NK	96	No	Connecting New Zealand: A Summary of the Government’s Policy Direction for Transport
Labour	Crown: Hon. Annette King, Minister of Transport	2008–NK	36	No	NK
Labour	Crown: Hon. Annette King, Minister of Transport	2009–2012 (36 months)	32	No	Next GPS Strategy (as required by statute)
National	Crown: Hon. Steven Joyce, Minister of Transport	2010–2020 (120 months)	45	Yes	-
National	Crown: Hon. Steven Joyce, Minister of Transport	2011–NK	43	Yes	-
National	Other: Martin Matthews, Convenor, National Road Safety Committee	2011–2013 (24 months)	27	No	Safer Journeys Action Plan 2013–2015
National	Crown: Hon. Steven Joyce, Minister of Transport	2012–2015 (36 months)	28	Yes	Next GPS strategy (as required by statute)

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
23	Ministry of Transport (Cont.)	274. National Airspace Policy of New Zealand	2012 April
		275. Safer Journeys: Action Plan 2013–2015	2013 March
		276. Intelligent Transport Systems Technology Action Plan 2014–18: Transport in the Digital Age	2014 May
24	Ministry of Women's Affairs	277. Action Plan for New Zealand Women	2004 March
25	New Zealand Customs Service	278. New Zealand Customs Service: International Strategy 2002–2004	2002
		279. Towards Customs 2020	2013 September
26	Serious Fraud Office	No GDSs published between 1 July 1994 and 30 June 2014	-
27	State Services Commission	280. Enabling Transformation: A Strategy for e-Government 2006	2006 November
		281. Leadership Strategy for the State Services	2013 November

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
National	Crown: Hon. Gerry Brownlee, Minister of Transport	2012–NK	8	Yes	-
National	Other: Martin Matthews, Convenor, National Road Safety Committee	2013–2015 (24 months)	18	Yes	-
National	Crown: Hon. Gerry Brownlee, Minister of Transport	2014–2018 (48 months)	35	Yes	-
Labour	Crown: Hon. Ruth Dyson, Minister of Women’s Affairs	2004–2009 (60 months)	32	No	Replaced by the Ministry’s three priority areas: ‘Greater Economic Independence for Women’; ‘More Women in Leadership’; and ‘Increased Safety from Violence for Women’. These are not separate strategies. Rather, they were specified in the Ministry’s statement of intent.
Labour	Other: Robin Dare, Comptroller of Customs	2002–2004 (24 months)	12	No	NK
National	Not signed	2013–2020 (84 months)	28	Yes	-
-	-	-	-	-	-
Labour	Crown: Hon. Annette King, Minister of State Services	2006–2010 (48 months)	37	No	Government ICT Strategy and Action Plan to 2017 (Department of Internal Affairs)
National	Not signed	2013–NK	9	Yes	-

TABLE 1 GOVERNMENT DEPARTMENT STRATEGIES (GDSs) BETWEEN 1 JULY 1994 AND 30 JUNE 2014

Dept no.	Government department	Government department strategy (GDS)	Date published
	(A)	(B)	(C)
28	Statistics New Zealand	282. Statistics New Zealand’s Strategic Directions: 2002 and Beyond	2002 April
		283. Statistics New Zealand: Strategic Plan 2010–20	2010 September
		284. Transforming the New Zealand Census of Population and Dwellings: Issues, Options, and Strategy	2012 April
29	Treasury	285. New Zealand Treasury Strategic Plan 1999–2004	1999 March
		286. New Zealand Treasury Strategic Direction Summary 2004	2004
		287. Stepping Up	2006 November
		288. New Zealand’s Long-term Fiscal Position	2006 June
		289. National Infrastructure Plan 2011	2011 July
		290. Investment Statement: Managing the Crown’s Balance Sheet	2014 March

Published by National-led or Labour-led government	Signed by: <ul style="list-style-type: none"> <li>• Crown</li> <li>• Other</li> <li>• Not signed</li> </ul>	Planned duration of strategy	Number of pages	In operation June 2014?	If no longer operational at June 2014, has a newer strategy replaced it?
(D)	(E)	(F)	(G)	(H)	(I)
Labour	Other: Brian Pink, Government Statistician	2002–2010 (96 months)	21	No	Statistics New Zealand Strategic Plan 2010–20
National	Other: Geoff Bascand, Chief Executive and Government Statistician	2010–2020 (120 months)	24	Yes	-
National	Not signed	2012–2030 (216 months)	43	Yes	-
National	Not signed	1999–2004 (60 months)	10	No	NK
Labour	Other: John Whitehead, Secretary to the Treasury	2004–NK	10	No	Statement of Intent 2005
Labour	Not signed	2006–NK	11	No	There was no replacement
Labour	Other: John Whitehead, Secretary to the Treasury	2006–NK	118	No	Challenges and Choices: New Zealand’s Long-term Fiscal Statement
National	Crown: Hon. Bill English, Minister of Finance, Hon. Steven Joyce, Associate Minister for Infrastructure  Other: Rod Carr, Chair, National Infrastructure Advisory Board	2011–NK	57	Yes	-
National	Other: Gabriel Makhlouf, Secretary for the Treasury	2014–2018 (48 months)	22	Yes	-

**Table 2: List of documents rejected from analysis as at 15 September 2014**

A. The following 44 documents were listed in the OIA responses from each of the 29 government departments but have been rejected for the reasons given. This excludes budget documents, four-year plans, statements of intent and annual reports.

Dept. no.	Published by	Name of document	Reason for being rejected
1	Canterbury Earthquake Recovery Authority (Response: 04/04/14)	No documents listed in the OIA response were rejected	-
2	Crown Law Office (Response: 14/05/14)	No documents were listed in the OIA response	-
3	Department of Conservation (Response: 25/06/14)	1. A Set of Recommendations for Senior Leadership Communication at DOC (NK)	It is an internal communication plan.
		2. Science Capability Development Plan 2010–2015 (NK)	It is not publicly available.
		3. Threatened Species Recovery Plans (earliest from 1991)	There are 63 recovery plans, and they are research and planning documents.
		4. Conservation Management Strategies (earliest from 1994)	They are regional rather than national strategies.
		5. New Zealand Threat Classification System (earliest from 2002)	It is a series of lists, not individual strategy documents.
4	Department of Corrections (Response: 09/04/14)	No documents listed in the OIA response were rejected	-
5	Department of Internal Affairs (Response: 01/04/14)	No documents listed in the OIA response were rejected	-
6	Department of the Prime Minister and Cabinet (Response: 15/04/14)	6. DPMC Emissions Reduction Plan for Carbon Neutral Public Service Programme (2008, April)	The Department of the Prime Minister and Cabinet stated that it was not run by them, rather it is a whole-of-government programme.
7	Education Review Office (Response: 10/04/14)	No documents were listed in the OIA response	-
8	Government Communications Security Bureau (Response: 28/03/14)	No documents were listed in the OIA response	-
9	Inland Revenue Department (Response: 04/04/14)	No documents were listed in the OIA response	-

Dept. no.	Published by	Name of document	Reason for being rejected
10	Land Information New Zealand (Response: 16/04/14)	7. Cadastre 2034: A 10–20 Year Strategy for Developing the Cadastral System: Knowing the ‘Where’ of Land-related Rights (2014, February)	Land Information New Zealand originally included this in their OIA response but later requested that it be removed. It was published by the Office of the Surveyor-General, which is not a government department as determined by Schedule 1 of the State Sector Act 1988.
11	Ministry for Culture and Heritage (Response: 31/03/14)	No documents listed in the OIA response were rejected	-
12	Ministry for Primary Industries (Response: 30/05/14)	8. Sustainable Dairying: Water Accord: A Commitment to New Zealand by the Dairy Sector (2013, July)	The Ministry for Primary Industries included this in their OIA response, but it was published and led by the Dairy Employment Leadership Group, which is not a government department as determined by Schedule 1 of the State Sector Act 1988.
13	Ministry for the Environment (Response: 10/04/14)	9. Climate Change Information New Zealand (NK)	It is a website of resources run by the Ministry for the Environment.
		10. New Zealand Energy Efficiency and Conservation Strategy: Making it Happen: Action Plan to Maximise Energy Efficiency and Renewable Energy (2007, October)	The Ministry for the Environment included this in their OIA response, but it was published and led by the Energy Efficiency and Conservation Authority (EECA), which is not a government department as determined by Schedule 1 of the State Sector Act 1988.
14	Ministry of Business, Innovation and Employment (Response: 14/05/14)	11. Mastering Procurement: A Structured Approach to Strategic Procurement: A Guide for Government Agencies (2011, March)	Although this strategy meets many of the GDS criteria, it is a guide for government agencies.
		12. Business Growth Agenda (2012)	It is a government initiative, rather than a single document. We included ‘Business Growth Agenda: Future Direction 2014’ as the strategy document for our purposes.

TABLE 2 LIST OF DOCUMENTS REJECTED FROM ANALYSIS AS AT 8 AUGUST 2014

Dept. no.	Published by	Name of document	Reason for being rejected
15	Ministry of Defence (Response: 13/05/14)	13. Performance Improvement Framework Review: Formal Review of the Ministry of Defence (MOD) (2012, September)*	It is a performance improvement framework review document.
		14. Defence Assessment (2010, July)	It is a required assessment by the Defence Act – it became the 'Defence White Paper' and 'Defence Capability Plan', which are included as GDSs.
16	Ministry of Education (Response: 26/05/14)	15. Learning for Living (earliest from 2004)	It is a series of newsletters.
17	Ministry of Foreign Affairs and Trade (Response: 26/05/14)	No documents were listed in the OIA response	-
18	Ministry of Health (Response: 26/06/14)	16. Pacific Provider Development Fund Purchasing Strategy 2008/09 (2008, June)	It was published as an interim document but was never replaced. However, its duration was only 12 months.
		17. An Implementation Plan for the Guidance for Improving Supportive Care for Adults With Cancer in New Zealand (2011, August)	It was identified by the Ministry of Health as a 'phased implementation plan'.
		18. Targeting Prevention (2013, November)	It was identified by the Ministry of Health as a collection of case studies.
		19. Targeting Waiting Times (2013, November)	It was identified by the Ministry of Health as a collection of case studies.
19	Ministry of Justice (Response: 17/04/14)	No documents listed in the OIA response were rejected	-
20	Ministry of Māori Development, Te Puni Kōkiri (Response: 02/04/14)	20. Te Rautaki Reo Māori, Māori Language Strategy 2014 (2014, July)	It was published outside the timeframe of this report.

\* This document was listed in the Ministry of Defence's OIA response, although it was published by the State Services Commission.



Dept. no.	Published by	Name of document	Reason for being rejected
21	Ministry of Pacific Island Affairs (Response: 29/04/14)	21. Pacific Progress: A Report on the Economic Status of Pacific Peoples in New Zealand (2002, June)	It is a monitoring report.
		22. Mind Your Language (2005)	It is a language resource.
		23. Niue Language Learning Resource (2005)	It is a language resource.
		24. Pacific Peoples' Economic Participation Report: Implications for the New Zealand Economy (2005, November)	It is a monitoring report.
		25. Tokelau Language Resource (2006)	It is a language resource.
		26. Cook Island Tuatua Mai Resource (2006)	It is a language resource.
		27. Prime Minister's Pacific Youth Awards (2010)	It is an awards programme.
		28. Pacific Pathways to Prevention of Sexual Violence (2010, October)	It is a research report.
		29. Pacific Language Week's Initiative Through the Community Action Groups (CAPs) (2011)	It is a language programme.
		30. Pacific Language Resources Published (2011)	It is a language resource.
		31. Specifically Pacific: Engaging Youth Pacific Workers (2011, November)	The Ministry of Pacific Island Affairs included this in their OIA response, but it was published by the Equal Employment Opportunities Trust, which is not a government department as determined by Schedule 1 of the State Sector Act 1988 (with contribution from central government).
		32. NCEA Ma le Pasifika Initiative with NZQA (2012, June)	It is an education initiative.
		33. Pacific Power Up! (2013, September)	It is an education initiative.

TABLE 2 LIST OF DOCUMENTS REJECTED FROM ANALYSIS AS AT 8 AUGUST 2014

Dept. no.	Published by	Name of document	Reason for being rejected
22	Ministry of Social Development (Response: 23/04/14)	34. New Zealand Positive Ageing Strategy 2008 (2008, May)	It is a review of the original 2001 strategy, which is included, rather than a whole new strategy.
23	Ministry of Transport (Response: 16/04/14)	No documents listed in the OIA response were rejected	-
24	Ministry of Women's Affairs (Response: 10/04/14)	35. Lightning Does Strike Twice: Preventing Sexual Revictimisation (2012, September)	It was identified by the Ministry of Women's Affairs as a research report.
25	New Zealand Customs Service (Response: 26/03/14)	36. New Zealand Customs Service Strategic Outlook to 2015 (2009, January)	It was identified by the New Zealand Customs Service as an internal analysis.
26	Serious Fraud Office (Response: 01/04/14)	No documents were listed in the OIA response	-
27	State Services Commission (Response: 07/04/14)	37. Government's Expectations for Pay and Employment Conditions in the State Sector (2012, May)	These expectations are a framework for all state sector agencies to work within when submitting bargaining and remuneration strategies and settlement proposals to the State Services Commission or the director-general for consultation or approval.
		38. Better Public Services: Results for New Zealanders (2013, July)	It is not a single strategy document but an overarching government initiative. The individual strategies contained within it have been included.
28	Statistics New Zealand (Response: 09/04/14)	No documents listed in the OIA response were rejected	-
29	Treasury (Response: 24/04/14)	39. Challenges and Choices: New Zealand's Long-term Fiscal Statement (2009, October)	It explains options but does not outline a specific vision and plan to achieve this.
		40. National Infrastructure Plan (2010, March)	Its duration was only 12 months.
		41. 2010 Investment Statement of the Government of New Zealand (2010, December)	It is a report.
		42. Infrastructure 2012: National State of Infrastructure Report: A Year on From the National Infrastructure Plan (2012, November)	It is a report on the 'National Infrastructure Plan 2011' strategy.

Dept. no.	Published by	Name of document	Reason for being rejected
29	Treasury (Response: 24/04/14)(Cont.)	43. Affording Our Future: Statement on New Zealand's Long-term Fiscal Position (2013, July)	It explains options but does not outline a specific vision and plan to achieve this.
		44. Infrastructure 2013: National State of Infrastructure Report (2013, October)	It is a report on the 'National Infrastructure Plan 2011' strategy.

B. The following 11 documents were included in our 2007 report but are no longer being included in our 2014 report for the reasons given.

Dept. no.	Published by	Name of document	Reason for being rejected
13	Ministry for the Environment	45. Making Every Drop Count: The National Agenda for Sustainable Water Management – Action Plan: Draft for Public Comment (1999)	It is a discussion document.
14	Ministry of Business, Innovation and Employment	46. Māori Broadcasting: Principles for the Future – Te Whakapaho Māori: Nga Kaupapa Mo Tua i Te Auematara (1991, May)	It was published outside the timeframe of this report.
		47. National Science Strategy for Sustainable Land Management: First Priorities Statement (1997, September)	No copy of the strategy could be found.
		48. Foundation for Research, Science & Technology – Māori Economic Innovation Strategy 2005–2012 (2005, December)	No copy of the strategy could be found.
16	Ministry of Education	49. Arts Strategy 2003–2005 (NK)	The Ministry of Education confirmed that they were not able to provide a copy of the strategy.
17	Ministry of Foreign Affairs and Trade	50. Human Rights Policy Statement (2002)	It states in its introduction that it 'forms a part of and is to be read in conjunction with' another strategy: 'Towards A Safe and Just World Free of Poverty: The NZAID Policy Statement'.
18	Ministry of Health	51. Looking Forward: Strategic Directions for the Mental Health Services National Mental Health Strategy (1994, June)	It was published outside the timeframe of this report.

TABLE 2 LIST OF DOCUMENTS REJECTED FROM ANALYSIS AS AT 8 AUGUST 2014

Dept. no.	Published by	Name of document	Reason for being rejected
20	Ministry of Māori Development, Te Puni Kōkiri	52. Progress Towards Closing Social and Economic Gaps Between Māori and Non-Māori: A Report to the Minister of Māori Affairs (1998)	It provides a benchmark against which to measure progress rather than being a strategy focused on the future.
22	Ministry of Social Development	53. Reducing Inequalities (NK)	Although this title refers to an overarching strategy, no printed document could be found.
27	State Services Commission	54. Senior Leadership and Management Development Strategy (NK)	No copy of the strategy could be found.
-	Housing New Zealand Corporation	55. Building the Future: The New Zealand Housing Strategy (2005, May)	Housing New Zealand is no longer a government department as determined by Schedule 1 of the State Sector Act 1988.

C. The following seven documents were found during research but are not being included in our 2014 report for the reasons given.

Dept. no.	Published by	Name of document	Reason for being rejected
16	Ministry of Education	56. Literacy and Numeracy Strategy: Public Information Campaign: Principal's Kit (1999)	It is a kit for principals.
17	Ministry of Foreign Affairs and Trade	57. New Zealand Strategy for the Future Management of the Marine Living Resources and Biodiversity of the Ross Sea (2006)	It is confidential and therefore not available to the public.
20	Ministry of Māori Development, Te Puni Kōkiri	58. "Kei Te Ako Tonu Au": Strategies for Second Language Learners of Te Reo Māori (2003)	It is aimed at Māori adults learning te reo Māori and is not a guiding strategy for the department.
22	Ministry of Social Development	59. Sickness and Invalids Benefit Strategy (NK)	The Ministry of Social Development confirmed that they were not able to clarify the original date or provide a copy of the strategy but there is proof that it was in operation in 2007. The strategy was replaced by 'A New Service for People Receiving Sickness and Invalids Benefits' (see below).

Dept. no.	Published by	Name of document	Reason for being rejected
22	Ministry of Social Development (Cont.)	60. A New Service for People Receiving Sickness and Invalids Benefits (NK)	The Ministry of Social Development provided a cabinet paper that had previously been confidential but has now been released under an OIA request. It outlines a proposal rather than clarifying decisions to be implemented.
		61. The Social Development Approach (2001, June)	It includes two papers which are discussion documents suggesting a range of potential ways forward but does not provide a long-term vision.
-	Animal Health Board	62. Bovine Tuberculosis National Pest Management Strategy 2001–2013: An Amendment Proposal Prepared by the Animal Health Board Incorporated (2001)	It was not published by or led by a government department.

**Table 3: Reconciliation between the 2007 report and the 2014 report**

<p><b>Strategies published between 1 July 1994 and 30 June 2007:</b> The 2007 report found 130 strategies: Appendix 6 lists 80 major strategies and Appendix 7 lists 50 minor strategies. We have since reviewed all 130 strategies which resulted in 11 strategies being removed from the original list (see reasons listed below). This resulted in 119 government department strategies being carried over to the 2014 report.</p>	<b>130</b>
<p><b>Less removals</b></p> <p>Two GDSs published between 1990 and 30 June 1994 were excluded as our Table 1 list starts from 1 July 1994:</p>	
<p>1. <i>Māori Broadcasting: Principles for the Future – Te Whakapaho Māori: Nga Kaupapa Mo Tua i Te Auematara</i> (1991, May)</p>	<b>-1</b>
<p>2. <i>Looking Forward: Strategic Directions for the Mental Health Services – National Mental Health Strategy</i>, (1994, June)</p>	<b>-1</b>
<p>Six GDSs were excluded as no copy of the strategy could be found:</p>	
<p>3. <i>Making Every Drop Count: The National Agenda for Sustainable Water Management – Action Plan</i> (n.d.)</p>	<b>-1</b>
<p>4. <i>Senior Leadership and Management Development Strategy</i> (n.d.)</p>	<b>-1</b>
<p>5. <i>National Science Strategy for Sustainable Land Management: First Priorities Statement</i> (1997, September)</p>	<b>-1</b>
<p>6. <i>Reducing Inequalities</i> (2003, June)</p>	<b>-1</b>
<p>7. <i>Arts Strategy 2003–2005</i> (2003, June)</p>	<b>-1</b>
<p>8. <i>Māori Economic Innovation Strategy 2005–12</i> (2005, December)</p>	<b>-1</b>
<p>One GDS was excluded as the publisher is no longer a government department as determined by Schedule 1 under the State Sector Act 1988:</p>	
<p>9. <i>Building the Future: The New Zealand Housing Strategy</i>, (2005, May)</p>	<b>-1</b>
<p>One GDS was excluded because it states in its introduction that it ‘forms a part of and is to be read in conjunction with’ another strategy: <i>Towards A Safe and Just World Free of Poverty: The NZAID Policy Statement</i> (listed in Table 1):</p>	
<p>10. <i>Human Rights Policy Statement</i> (2002)</p>	<b>-1</b>
<p>One GDS, rather than being a strategy focused on the future, provides a benchmark against which to measure progress:</p>	
<p>11. <i>Progress Towards Closing Social and Economic Gaps between Māori and Non-Māori: A Report to the Minister of Māori Affairs</i> (2000, May)</p>	<b>-1</b>
<p><b>Total carried over to the 2014 report</b></p>	<b>119</b>

<b>Plus additions (published as at 30 June 2007 or earlier)</b>	
Twenty-five GDSs were not included in the 2007 report, however, upon revision in 2014 they did meet the GDS criteria and have been included:	
1. <i>Learning to Care for Our Environment: Me Ako ki te Tiaki Taiao: A National Strategy for Environmental Education</i> (1998, June)	+1
2. <i>Reduced Waiting Times for Public Hospital Elective Services</i> (2000)	+1
3. <i>Science Counts! National Strategic Science &amp; Research Portfolios, Programmes, Priority Actions</i> (2001)	+1
4. <i>Pathways to Inclusion: Ngā ara whakauru kit e iwi whānui: Improving Vocational Services for People With Disabilities</i> (2001)	+1
5. <i>Science Counts! National Strategic Science &amp; Research Portfolios, Programmes, Priority Actions 2002/03 and Beyond</i> (2002)	+1
6. <i>The Pacific Strategy 2002–2005</i> (2002)	+1
7. <i>Crime Reduction Strategy – 2002</i> (2002)	+1
8. <i>Youth Health: A Guide to Action</i> (2002)	+1
9. <i>Science Counts! National Strategic Science &amp; Research Portfolios, Programmes, Priority Actions 2003/04 and Beyond</i> (2003)	+1
10. <i>LINZ Geodetic Strategy 2003–2008</i> (2003)	+1
11. <i>Strategy for Improving the Workability of Hazardous Substances Provisions of the Hazardous Substances and New Organisms Act</i> (2003, June)	+1
12. <i>Te Reo Strategy 2002–2005</i> (2004)	+1
13. <i>Clearing the Smoke: A Five-year Plan for Tobacco Control in New Zealand (2004–2009)</i> (2004, September)	+1
14. <i>New Zealand Subantarctic Islands Research Strategy</i> (2005)	+1
15. <i>Pacific Youth Development Strategy: Deliver Positive Life-change and Affirmation for All Pacific Youth in Auckland</i> (2005)	+1
16. <i>Department of Corrections Pacific Strategy 1 July 2005–30 June 2008</i> (2005)	+1
17. <i>Topographic Information Strategy 2005–2010</i> (2005)	+1
18. <i>Problem Gambling Research Programme 2005–2010</i> (2005)	+1
19. <i>Pacific Economic Action Plan and Pacific Women’s Economic Development Plan</i> (2005)	+1
20. <i>Vision Mātauranga: Unlocking the Innovation Potential of Māori Knowledge, Resources and People</i> (2005)	+1
21. <i>Pacific Provider Development Fund Purchasing Strategy 2005/06 to 2007/08</i> (2005, October)	+1
22. <i>The Arts Strategy 2006–2008</i> (2006)	+1
23. <i>New Zealand’s Pacific Fisheries Strategy 2006–2010</i> (2006)	+1
24. <i>Understanding our Geographic Information Landscape: A New Zealand Geospatial Strategy: A Coordinated Approach to Land Information</i> (2007)	+1
25. <i>Transport Research Strategy</i> (2007)	+1
<b>Total additions dated June 2007 or earlier included in 2014 report</b>	<b>144</b>
<b>Strategies published between 1 July 2007 and 30 June 2014:</b> In early 2014 the Institute prepared a preliminary list of potential GDSs that were publicly available online. These were then sent by physical post and emailed to each department (as appropriate) to verify in both March and August of 2014. This process resulted in 146 new strategies.	<b>146</b>
<b>Total number of GDSs in Table 1</b>	<b>290</b>

**Table 4: Change in departments between 2007 and 2014**

Source: Schedule 1 of the State Sector Act 1988

2007	2008	2009	2010	2011	2012	2013	2014
Archives New Zealand (Te Rua Mahara o te Kawanatanga)	Archives New Zealand (Te Rua Mahara o te Kawanatanga)	Archives New Zealand (Te Rua Mahara o te Kawanatanga)	Archives New Zealand (Te Rua Mahara o te Kawanatanga)	Canterbury Earthquake Recovery Authority	Canterbury Earthquake Recovery Authority	Canterbury Earthquake Recovery Authority	Canterbury Earthquake Recovery Authority
Crown Law Office	Crown Law Office	Crown Law Office	Crown Law Office	Crown Law Office	Crown Law Office	Crown Law Office	Crown Law Office
Department of Building and Housing	Department of Building and Housing	Department of Building and Housing	Department of Building and Housing	Department of Building and Housing	Department of Building and Housing		
Department of Conservation	Department of Conservation	Department of Conservation	Department of Conservation	Department of Conservation	Department of Conservation	Department of Conservation	Department of Conservation
Department of Corrections	Department of Corrections	Department of Corrections	Department of Corrections	Department of Corrections	Department of Corrections	Department of Corrections	Department of Corrections
Department of Internal Affairs	Department of Internal Affairs	Department of Internal Affairs	Department of Internal Affairs	Department of Internal Affairs	Department of Internal Affairs	Department of Internal Affairs	Department of Internal Affairs
Department of Labour	Department of Labour	Department of Labour	Department of Labour	Department of Labour	Department of Labour		
Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet	Department of the Prime Minister and Cabinet
Education Review Office	Education Review Office	Education Review Office	Education Review Office	Education Review Office	Education Review Office	Education Review Office	Education Review Office



2014	2013	2012	2011	2010	2009	2008	2007
Government Communications Security Bureau	Government Communications Security Bureau	Government Communications Security Bureau	Government Communications Security Bureau	Government Communications Security Bureau	Government Communications Security Bureau	Government Communications Security Bureau	Government Communications Security Bureau
Inland Revenue Department	Inland Revenue Department	Inland Revenue Department	Inland Revenue Department	Inland Revenue Department	Inland Revenue Department	Inland Revenue Department	Inland Revenue Department
Land Information New Zealand	Land Information New Zealand	Land Information New Zealand	Land Information New Zealand	Land Information New Zealand	Land Information New Zealand	Land Information New Zealand	Land Information New Zealand
Ministry for Culture and Heritage	Ministry for Culture and Heritage	Ministry for Culture and Heritage	Ministry for Culture and Heritage	Ministry for Culture and Heritage	Ministry for Culture and Heritage	Ministry for Culture and Heritage	Ministry for Culture and Heritage
Ministry for Primary Industries	Ministry for Primary Industries	Ministry for Primary Industries					
Ministry for the Environment	Ministry for the Environment	Ministry for the Environment	Ministry for the Environment	Ministry for the Environment	Ministry for the Environment	Ministry for the Environment	Ministry for the Environment
			Ministry of Agriculture and Forestry	Ministry of Agriculture and Forestry	Ministry of Agriculture and Forestry	Ministry of Agriculture and Forestry	Ministry of Agriculture and Forestry
Ministry of Business, Innovation and Employment	Ministry of Business, Innovation and Employment	Ministry of Business, Innovation and Employment					
Ministry of Defence	Ministry of Defence	Ministry of Defence	Ministry of Defence	Ministry of Defence	Ministry of Defence	Ministry of Defence	Ministry of Defence
			Ministry of Economic Development	Ministry of Economic Development	Ministry of Economic Development	Ministry of Economic Development	Ministry of Economic Development

TABLE 4 CHANGE IN DEPARTMENTS BETWEEN 2007 AND 2014

	2007	2008	2009	2010	2011	2012	2013	2014
	Ministry of Education	Ministry of Education	Ministry of Education	Ministry of Education	Ministry of Education	Ministry of Education	Ministry of Education	Ministry of Education
	Ministry of Fisheries	Ministry of Fisheries	Ministry of Fisheries	Ministry of Fisheries				
	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade	Ministry of Foreign Affairs and Trade
	Ministry of Health	Ministry of Health	Ministry of Health	Ministry of Health	Ministry of Health	Ministry of Health	Ministry of Health	Ministry of Health
	Ministry of Justice	Ministry of Justice	Ministry of Justice	Ministry of Justice	Ministry of Justice	Ministry of Justice	Ministry of Justice	Ministry of Justice
	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri	Ministry of Māori Development, Te Puni Kōkiri
	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs	Ministry of Pacific Island Affairs
	Ministry of Research, Science and Technology	Ministry of Research, Science and Technology	Ministry of Research, Science and Technology	Ministry of Research, Science and Technology				
					Ministry of Science and Innovation			
	Ministry of Social Development	Ministry of Social Development	Ministry of Social Development	Ministry of Social Development	Ministry of Social Development	Ministry of Social Development	Ministry of Social Development	Ministry of Social Development
	Ministry of Transport	Ministry of Transport	Ministry of Transport	Ministry of Transport	Ministry of Transport	Ministry of Transport	Ministry of Transport	Ministry of Transport
	Ministry of Women's Affairs	Ministry of Women's Affairs	Ministry of Women's Affairs	Ministry of Women's Affairs	Ministry of Women's Affairs	Ministry of Women's Affairs	Ministry of Women's Affairs	Ministry of Women's Affairs

2007	2008	2009	2010	2011	2012	2013	2014
National Library of New Zealand, Te Puna Matauranga o Aotearoa	National Library of New Zealand, Te Puna Matauranga o Aotearoa	National Library of New Zealand, Te Puna Matauranga o Aotearoa	National Library of New Zealand, Te Puna Matauranga o Aotearoa				
New Zealand Customs Service	New Zealand Customs Service	New Zealand Customs Service	New Zealand Customs Service	New Zealand Customs Service	New Zealand Customs Service	New Zealand Customs Service	New Zealand Customs Service
New Zealand Food Safety Authority	New Zealand Food Safety Authority	New Zealand Food Safety Authority					
Serious Fraud Office	Serious Fraud Office	Serious Fraud Office	Serious Fraud Office	Serious Fraud Office	Serious Fraud Office	Serious Fraud Office	Serious Fraud Office
State Services Commission	State Services Commission	State Services Commission	State Services Commission	State Services Commission	State Services Commission	State Services Commission	State Services Commission
Statistics New Zealand	Statistics New Zealand	Statistics New Zealand	Statistics New Zealand	Statistics New Zealand	Statistics New Zealand	Statistics New Zealand	Statistics New Zealand
The Treasury	The Treasury	The Treasury	The Treasury	The Treasury	The Treasury	The Treasury	The Treasury



Disestablished department



New department



New and then disestablished department

# Appendix 1: Copy of the OIA request letter sent to government departments

17 March 2014

Dear Chief Executive,

## **Government Strategies 2007–2014: Request for information by 7 April 2014**

The McGuinness Institute is updating Report 2, *New Zealand Central Government Strategies: Reviewing the Landscape*. Originally produced in 2007, the aim of this report was to obtain a comprehensive record of strategy documents prepared by central government, in order to provide an overview of long-term thinking in government. The 2014 report aims to undertake a similar exercise.

In order to update the 2007 report, we need to create a comprehensive list of all central government strategies from 1990 to 2014. From our earlier work we have a complete list from 1990 to 2007 (List A [attached] provides a list of strategies in existence from 2007). This year we have been working on preparing a record of strategies from 2007 to today. We have grouped these strategies into two further lists, those that start and finish between the years 2007 and 2014 (List B) and strategies we think are in operation as at 2014 (List C). Lists B and C have been obtained from online searches for strategies by department.

However as there may be strategies we have missed, we are writing to request assistance to verify our data and where appropriate, provide us with updates of the following information:

### **List A: Strategies in operation as at 2007**

In particular we would like to know of any strategies that are on List A that are no longer operational and the name of any strategies they have been replaced by, if applicable. (Please note we have not included strategies we know to have been obsolete as at 2007).

### **List B: Strategies started and finished between the years 2007–2014**

In particular we would like to know of any strategies that existed over that time but do not belong on either List A or C.

### **List C: Strategies in operation as at 2014**

In particular we would like to know of any strategies that should be added to this list.

For each change (including an addition to any one of our lists) we will need the following information: the full name of the strategy, the date published, the implementation and expiry dates (if known), the digital location or hard copy, and any cabinet minutes related to this strategy (if readily available). To help collect this data we have attached three worksheets, one for each list.

Please note by ‘strategy’ we mean any document that guides the departments operational planning and long-term thinking. Our 2007 report was guided by the following definition of what makes a document a ‘central government strategy’:

- A ‘central government strategy’ must:
- be a publicly available statement or report;

- *be generated by central government 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 provides clarity over the factors that may impinge on the attainment of that vision or aim; and*
- *contain a plan to achieve change over two years or more (i.e. ideally guiding the department's operational planning and thinking over the long-term).*

I appreciate the difficulties of allocating resources at this time and have therefore asked my research team to provide as much information as possible, so that this request requires minimal resources from your department. For your convenience we have also emailed a copy of this letter and worksheets to the enquiries address at your department. However if your staff would like an additional copy or have any questions about the data or the process, please do not hesitate to contact Renata Mokena-Lodge on (04) 4998888 or email [report2@mcguinnessinstitute.org](mailto:report2@mcguinnessinstitute.org). If possible, we would appreciate the lists to be verified by Monday 7 April.

Thank you for your assistance in providing this information on central government strategy. This information will provide useful insights into the creation, management and linkages between strategies and how they might better contribute to effective public policy and long-term planning in New Zealand. We will be happy to share a final draft of this report with you (tentatively in July) and will keep you informed of its progress.

Kind regards,

Wendy McGuinness  
Chief Executive

Attachments:

1. Worksheet List A: Strategies in operation as at 2007
2. Worksheet List B: Strategies started and finished between the years 2007–2014
3. Worksheet List C: Strategies in operation as at 2014

## Appendix 2: Spreadsheet questions

The three spreadsheets we sent as part of the OIA request dated 17 March 2014 (see Appendix 1 above) contained the following questions:

1. **Worksheet List A: Strategies in operation as at 2007**

Question 1: Is the strategy still in operation?

Question 2: Can you tell us when the strategy expired?

Question 3: If no longer in operation was this strategy ever replaced? If yes please provide the following details:

- Full name of replacement strategy
- Date published
- Start date
- End date

Question 4: Other information, please add any further notes.

2. **Worksheet List B: Strategies started and finished between the years 2007 and 2014**

Question 1: Please provide the details for each strategy:

- Date published
- Start date
- End date

Question 2: Was the strategy discontinued or did it expire? If it was discontinued please explain why.

Question 3: If it has expired, has it been replaced? If yes please provide the following details:

- Name of replacement strategy
- Date published
- State date
- End date

Question 4: If possible please attach a PDF copy of the strategy or a link to a copy of the strategy.

Question 5: Are there any cabinet minutes related to this strategy? If yes and these are readily available, please attach them.

If there are cabinet minutes but they are not attached please indicate why.  
Please indicate if there are no cabinet minutes.

3. **Worksheet List C: Strategies in operation as at 2014**

Question 1: Please fill out the following details for each strategy

- Date published
- Start date
- End date

Question 2: Is the strategy in operation? If no please answer question 3. If in operation please indicate the approximate date it will expire or indicate 'not known'.

Question 3: Has it expired or is it yet to start?

Question 4: If it has expired, has it been replaced? If yes please provide the following details:

- Name of replacement strategy
- Date published
- Start date
- End date

Question 5: If possible please attach a PDF copy of the strategy or a link to a copy of the strategy.

Question 6: Are there any cabinet minutes related to this strategy? If yes and these are readily available, please attach them.

If there are cabinet minutes but they are not attached please indicate why.  
Please indicate if there are no cabinet minutes.

## Appendix 3: Copy of follow-up request to government departments

15 August 2014

Dear [name of person who responded to March OIA request],

Thank you so much for your assistance with this review; it has taken us a little longer than I initially envisaged to assemble all the raw data.

The data has now been collated in the working paper *List of Government Department Strategies from 1 July 1994 to 30 June 2014*. This email enables you to review the data we have collected and invites your feedback – we want to make sure the data we have collected is both complete and accurate as at 30 June 2014. We would appreciate your feedback by Friday, 22 August 2014. Once we have an agreed list, my team will start on the next level of analysis, which looks more closely at the content of each strategy in operation as at 30 June 2014. The two relevant documents attached are:

1. *Draft Working Paper 2014/01: List of Government Department Strategies from 1 July 1994 to 30 June 2014*. We hope to publish the final working paper on 28 August, giving us a week to include your feedback.
2. PDF Spreadsheet: *Additions List*.

This spreadsheet is an internal document that provides an explanation of the reasons why strategies were added since March 2014 (when the OIA request was initially sent to you). In summary, the total number of documents we have now reviewed has reached 339. Of these, 52 were rejected on the basis that they did not meet the criteria contained in our definition (see our rejects list in the draft working paper for an explanation). The 287 remaining are listed in the draft working paper (attached) as government department strategies (GDSs). Soft copies of the majority of the 287 strategies can now be downloaded from our website. Please note we are still waiting to receive three hard copies from departments to upload over the next week, these are marked with a \* on the website.

### Feedback

I would really appreciate it if you could take some time over the next few days to review our work and suggest changes – ideally all feedback should be sent back to me by Friday, 22 August 2014. When checking the data in Table 1, please look closely at Column (h) which shows our understanding of the strategies in operation as at 30 June 2014. As many of the OIA responses did not follow the format of our request, I wanted to check we had interpreted the responses correctly before moving on to the next level of analysis. In doing so please keep in mind the following two questions:

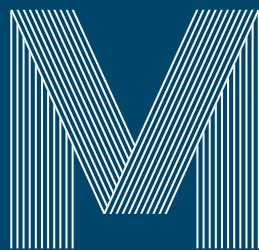
1. Are there any new GDS's that need to be added? (Please note our cut-off date is for strategies published on or before 30 June 2014)
2. Are there any current GDSs listed that are no longer in operation as at 30 June 2014?

It would be helpful if you could drop me a brief email to say it is a complete list, but if you are too busy, I will assume you are happy with our list. We hope to publish the draft working paper (attached) before the end of August. Please note that budget documents, four-year plans and statements of intent have not been included in this list but they will be discussed elsewhere in the upcoming report. Given the challenges in collating the raw data I believe the final report will be published in November (approximately).

Thank you again for your patience. All the best,  
Wendy McGuinness  
Chief Executive







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