

Working Paper 2019/03

Scoring Tables Collating Government Department Strategies in Operation as at 31 December 2018

This publication forms part of the Government
Department Strategies Index New Zealand.

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This publication forms part of the *2018 GDS Index NZ*. All documents listed below can be found at www.mcguinnessinstitute.org/publications and www.gdsindexnz.org.

<i>Handbook</i>	<i>Government Department Strategies Handbook – He Puna Rautaki</i>
<i>Working Paper 2019/01</i>	<i>Methodology for the Government Department Strategies Index New Zealand</i>
<i>Working Paper 2019/02</i>	<i>Lists of Government Department Strategies Between 1 July 1994 and 31 December 2018</i>
<i>Working Paper 2019/03</i>	<i>Scoring Tables Collating and Ranking Government Department Strategies in Operation as at 31 December 2018 [this document]</i>
<i>Working Paper 2019/04</i>	<i>Analysis of Government Department Strategies Between 1 July 1994 and 31 December 2018</i>

Table 1a: Strategic content by rank (highest to lowest)

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
1	Yes, GDS030	Ministry for Primary Industries	Primary sector	Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru	Biosecurity science is effectively contributing to keeping New Zealanders, the plants and animals we value and our unique natural environment, safe and secure from damaging pests and diseases. (p. ii)
2	Yes, GDS092	Ministry of Health	Health sector	Rising to the Challenge – The Mental Health and Addiction Service Development Plan	All New Zealanders will have the tools to weather adversity; actively support each other's wellbeing, and attain their potential within their family and whānau and communities. (p. vi)
3	Yes, GDS070	Ministry of Education	Education and Workforce sector	Tau Mai Te Reo – The Māori Language in Education Strategy	Kia tau te reo - supporting Māori language in education: delivering strong coordinated effort and investment. (p. 4)
4=	Yes, GDS071	Ministry of Education	Education and Workforce sector	Ka Hikitia – Accelerating Success: The Māori Education Strategy	Māori enjoying and achieving education success as Māori. (p. 11)
4=	Yes, GDS125	Ministry of Transport	Economic Development and Infrastructure sector	Safer Journeys: Road Safety Strategy 2010–2020	A safe road system increasingly free of death and serious injury. (p. 3)
6	Yes, GDS056	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Strategy to 2040 – He Kai Kei Aku Ringa	Our vision for Māori economic development is he kai aku ringa – literally, to provide the food you need with your own hands – whereby whānau, hapū, iwi and enterprises are actively seeking opportunities to sustainably develop their own resources (human and natural) to improve Māori economic performance. (p. 4)
7	Yes, GDS028	Ministry for Culture and Heritage	Social Services and Community sector	Cultural Sector Strategic Framework	Maximising the extent to which New Zealand's distinctive culture enriches our lives by creating, preserving, engaging and excelling in New Zealand cultural expression. (p. 6)
8	Yes, GDS108	Ministry of Health	Health sector	Faiva Ora 2016–2021 – National Pasifika Disability Plan	Pasifika disabled people and their families are supported to live the lives they choose. (p. 1)
9	Yes, GDS073	Ministry of Education	Education and Workforce sector	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Encourage and enable better engagement with science and technology in all sectors of New Zealand. (p. 9)
10	Yes, GDS062	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	National Statement of Science Investment	A highly dynamic science system that enriches New Zealand, making a more visible, measurable contribution to our productivity and wellbeing through excellent science. (p 10).
11	Yes, GDS067	Ministry of Defence	External sector	Defence White Paper 2016	The Defence Force will maintain a range of land and naval combat, strategic projection and logistics, intelligence and reconnaissance capabilities. These capabilities will enable the Defence Force to undertake the roles and tasks expected of it, and to continue providing credible deployment options, including combat capable forces, to the Government. (p. 12)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to improve biosecurity by establishing three sector advisory groups to interpret the goals of Biosecurity New Zealand and make science priority recommendations. These will be given to a high-level science advisory committee and approved by the Minister of Biosecurity.	Yes, p. 22	The key points of the issue and the ways the outcomes sought will be achieved are very well explained. There is comprehensive explanation of the time frames for delivery and the agencies involved in this.	The overall purpose and strategic outcomes are easy to understand, despite being long. The structure is strong and has explanations of technical terms. It is very clear who is responsible for monitoring progress and how this will occur.
The approach is to articulate government expectations of the mental health and addiction services and to provide a direction for delivery of these services over the next five years.	No	The key points of the issue are well-covered, and there is very good discussion of how the outcomes sought will be achieved. The groups involved in the implementation of the GDS and its beneficiaries are well described. It discusses its integration with current government priorities well.	The overall purpose is easily understandable as this GDS is well-structured. The strategic outcomes are laid out clearly, and the GDS discusses its measurements of success well. The review process section is good.
The approach is to support the MoE's other GDSs concerning outcomes for Māori by identifying the most effective areas for investment in te reo Māori.	Yes, p. 33	The key points of the strategy are clear despite it being a complex GDS covering many areas. The outcomes sought are clear, and a public servant would have a good understanding of how they will be achieved. This GDS contains a lot of useful historical context, and there is good provision of context to the issue being discussed.	The overall purpose of the GDS is clear, and the strategic outcomes are well set out. The GDS is well-structured, and there is discussion of how this GDS will be reviewed.
The approach is to work across a wide range of government agencies to ensure that investment in quality education for Māori students is effective.	Yes, pp. 11 and 12	The key points are clearly outlined, and this GDS provides a historic and strategic context to the challenges it aims to address. The outcomes sought are explained well, and it is easy to understand how they will be achieved. There are comprehensive references to stakeholders and other GDSs linked to this GDS. The 'key resources' page is valuable.	The overall purpose is clear, and the structure of this GDS would enable a member of the public to easily navigate it. The vision is well-explained, and its strategic outcomes are clear. The review process is discussed, though this could be expanded on.
The approach is to isolate priority areas (towards 2020) to increase road safety, with adjustments to objectives being made as needed.	Yes, p. 11	The key points of the issue are clear. The 'actions we can take' sections are informative regarding how the outcomes sought will be achieved; however, there could be more information on implementation and funding.	The overall purpose and strategic outcomes are understandable; this is a technical GDS, but it is clearly structured. There is a mention of review processes; however, this would be more helpful if contained in a separate section. The statistics and graphs in this GDS make it user-friendly.
The approach is to enable and support Māori to participate as equal partners in economic development – using three success areas to primarily focus on.	Yes, p. 5	The key points of the issue are not articulated in great depth, although the GDS explains its development well. The measures of success are very specific, which is useful for understanding how the outcomes sought will be achieved. However, the implementation plan is vague, and there is no discussion of funding.	The overall purpose and strategic outcomes are understandable in a broad sense. However, there is no discussion of review processes to be undertaken once the GDS is implemented.
The approach is to ensure that the cultural sector works in a cohesive, collaborative fashion to increase value in this sector in the long-term.	Yes, p. 6	The key points and principles guiding the strategy are clear. The layout of the GDS is logical and user-friendly. Its section outlining 'current state 2014' and 'future state 2018' is very well-presented and features strong vision statements for the outcomes sought.	The overall purpose is sufficiently explained. It is mentioned that monitoring of the GDS's progress will occur by 2018, but there is insufficient description of the review process. This GDS is very brief in its description of outcomes, making it easily understood. However, these strategic outcomes need more detail.
The approach is improve the care of Pasifika disabled people by increasing wellbeing across different metrics and focus areas.	No	The key points are clearly stated in great detail whilst being very easy to read. The strategies to achieve the goals are laid out well in tables and are easy to follow and understand.	The overall purpose is clear. This GDS is easy to understand, with strategic outcomes described in great detail. The review processes for both strategies and this GDS are described well. GDS is easy to read and laid out in a user-friendly manner.
The approach is to enable better engagement between science and all other sectors across the country by focusing MBIE's energy into measurable 'action plans'.	Yes, p. 38	The key points are set out clearly in the introduction. Further, this informative introduction from the Minister explains the problems the GDS is trying to remedy. It is signed by both responsible ministers. There is very thorough explanation of the outcome sought. The 'Action Areas' are very clear.	The overall purpose is clearly communicated, in context, and the objectives are well set out (in 'Action Areas'). The strategic outcomes and who will contribute to them are very clear. The explanation of review processes demonstrates exemplary thoroughness.
The approach is to enrich New Zealand's productivity through targeted scientific research.	Yes, pp. 7-8	The key points are given essential context by the information about the background and development of the GDS. This information provides essential context to the key points of the issue and how outcomes sought will be achieved. Investment and timeline sections are very clear.	The overall purpose is clear, however the GDS is very long and detailed and unlikely to be read in 30 minutes. All key information is included in the GDS, with review processes clearly set out in the 'Implementation' section. The language and layout could be more user-friendly.
The approach is to ensure the NZDF is adaptable and can support New Zealand in maintaining strong international relationships, notably with the South Pacific.	No	The key points and outcomes are not clearly outlined and do not have headings, making them difficult to find. This GDS is well-supplied with contextual information and threats to the strategic outcome. This GDS is very long and would take over an hour to be read and fully understood.	The overall purpose, strategic outcomes and review processes are not clearly outlined in this GDS. Instead, this information is incorporated within the text. All the information is in the document, however this GDS is very long and not user-friendly, with the document largely resembling a wall of text. This gives good contextual information, but is difficult to find and understand in 30 minutes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
12=	Yes, GDS043	Ministry for the Environment	Environment sector	Urban Design Protocol	Urban design seeks to ensure that the design of buildings, places, spaces and networks that make up our towns and cities, work for all of us, both now and in the future. (p. 4)
12=	Yes, GDS046	Ministry for the Environment	Environment sector	Clean Healthy Air for All New Zealanders	Health benefits from reduced exposure to other air pollutants emitted from the same sources targeted for PM10 reductions, health benefits from warmer, drier, healthier homes resulting from the installation of cleaner more efficient appliances combined with improved insulation, reduced heating energy costs and reduced winter peak electricity demand, reduced greenhouse gas emissions. (p. 21)
12=	Yes, GDS137	Oranga Tamariki–Ministry for Children	Social Services and Community sector	Youth Justice Work Programme (previously called Youth Crime Action Plan)	Setting out to make a difference to the children and young people behind the statistics. This is about stopping problems before they develop, dealing with them fairly but firmly when necessary, and putting systems in place to stop re-offending. (p. 4)
15	Yes, GDS094	Ministry of Health	Health sector	National Health IT Plan Update	The improved health information eco-system will support: a greater focus on providing integrated care; improved equity and access to services; more standardisation in the care provided; more consistent monitoring; clinical change management and changing models of care. (p. 28)
16	Yes, GDS061	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Pacific Economic Strategy	More sustainable job opportunities for Pacific people; more affordable and suitable housing for Pacific people; more sustainable Pacific-owned businesses. (p. 12)
17	Yes, GDS140	Statistics New Zealand	Finance and Government Administration sector	Transforming the New Zealand Census of Population and Dwellings	The content of the census has expanded to meet new information needs, and use of the census has grown around the available data. (p. 8)
18	Yes, GDS059	Ministry of Business, Innovation and Employment	Education and Workforce sector	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Encourage and enable better engagement with science and technology in all sectors of New Zealand. (p. 9)
19	Yes, GDS133	Ministry of Transport	Economic Development and Infrastructure sector	Government Policy Statement on Land Transport	Significantly reducing the number of deaths and serious injuries that occur on the transport network. (p. 11)
20	Yes, GDS128	Ministry of Transport	Economic Development and Infrastructure sector	Intelligent Transport Systems Technology Action Plan	An effective, efficient, safe, secure, accessible and resilient transport system that supports growth of our country's economy in order to deliver greater prosperity, security and opportunities for all New Zealanders. (p. 5)
21	Yes, GDS079	Ministry of Foreign Affairs and Trade	External sector	Diversity and Inclusion Strategy 2018–2028	We want to be a Ministry that celebrates diverse thinking, skills and behaviour. (p. 4)
22=	Yes, GDS005	Department of Conservation	Environment sector	Information Systems Strategic Plan	Enabled by work on our four strategic themes, DOC's ICT capability, the experiences of future internal and external system users are described in the following user experiences: DOC ICT systems and technologies let us appropriately manage all DOC mobile devices, user identities and access rights to our systems networks... It is easier for staff to do their work because our systems and technologies are automated to help staff perform their work... Systems and technology enable all forms of people communication at work... allow us to create and search digital digitised evidences... (pp. 23–24)
22=	Yes, GDS039	Ministry for Primary Industries	Primary sector	Primary Sector Science Roadmap – Te Ao Tūroa	Science and technology accelerates innovation and growth for intergenerational economic and environmental sustainability of the primary sector, leading to increased wellbeing for all New Zealanders. (p. 9)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to encourage central and local government, property developers, educational institutes and other groups to voluntarily commit to specified urban design initiatives with support from government.	No	The key points of the issue are clearly communicated. The GDS explains how it links to the Government's Sustainable Development Programme of Action, which is great for context. The outlining of opportunities and threats is comprehensive. The outcomes sought are not articulated clearly enough, however, though the GDS does state how they will be achieved.	The overall purpose and strategic outcomes are understandable; however, there needs to be a more singular structure of the GDS. The explanation of review processes is comprehensive.
The approach is to support the achievement of the targets in the resource management regulations (National Environmental Standards for Air Quality) by preparing a toolkit for decision makers in councils to achieve air quality targets.	No	The key points of the issue and context are very clear. This GDS has a highly useful diagram which explains how it fits strategically with other documents. It clearly states how the outcomes sought (options for compliance with PM10 standard) can be achieved, as well as giving a comprehensive outline of threats. Its scope and purpose are clear.	The overall purpose and context are very clear, although the GDS is long. The strategic outcomes section needs to be isolated better. There is no comprehensive discussion of review processes.
The approach is to continue collaborations across agencies and communities and build on previous strategies concerning youth crime, as well as the Children's Action Plan and Whānau Ora, to set out best-practice measures for the next ten years.	No	The key points of the issue are well-articulated, and there is discussion of the GDS's strategic context. The GDS explains how it integrates with other programmes and strategies, and it outlines all agencies involved in its implementation. The implementation plan for outcomes sought is clear; however, there could be more information as to the time frames that apply to them.	The overall purpose of the GDS is easy to understand, and there are many illustrations which demonstrate the focus and use of the GDS. The strategic outcomes are clear for the public; however, the GDS needs more information on review processes.
The approach is to continue implementing the National Health IT Plan and identify work programmes to prioritise. This will provide all New Zealanders with access to their personal health information by 2014.	No	The key points of the GDS are informative; however, the structure of the GDS is difficult to navigate. The prioritisation of goals in the GDS and the diagram of work programme interaction are effective. The strategic outcomes and how they will be achieved are very clear, although there could be more funding information attached to them.	The overall purpose and strategic outcomes are understandable. The GDS provides a comprehensive background to the issues discussed and describes progress being made in this area. The review process discussion is sufficient.
The approach is to involve Pacific Peoples in government programmes relating to jobs, housing opportunities and business relationships to improve Pacific Peoples' overall economic outcomes.	No	The key points are clear. However, more detail is required on how outcomes will be achieved. The GDS is very user-friendly. The introduction is clear and sets out context and purpose. Page 13 contains a detailed visual summary, which allows readers to easily locate additional details as necessary.	The overall purpose is clearly laid out. This GDS's content, language and layout are all very user-friendly, with key information being detailed yet succinct. Outcomes are both well-structured and well-communicated.
The approach is to focus on the future direction of the current census model, whilst developing and testing alternate long-term options.	No	The key points of the issue and outcomes sought are communicated clearly. There is a clearly isolated section devoted to the explanation of 'context', which makes it accessible for public servants. However, it does not go into detail regarding how the sought outcomes will be achieved.	The overall purpose and strategic outcomes are clear. However, there is no mention of review processes. The structure of the GDS is very clear and user-friendly.
The approach is to enable better engagement between science and all other sectors across the country by focusing MBIE's energy into measurable 'action plans'.	Yes, p. 38	The key points are set out clearly in the introduction. Further, this informative introduction from the Minister explains the problems this GDS is trying to remedy. It is signed by both responsible ministers. There is a very thorough explanation of the outcome sought. The 'Action Areas' are very clear.	The overall purpose is clearly communicated, in context, and the objectives are set out well (in 'Action Areas'). The strategic outcomes and who will contribute to them are very clear. The explanation of review processes demonstrates exemplary thoroughness.
The approach is to invest in four strategic priorities which will deliver more efficiency and safety within the future transport system.	No	The key points are explored in depth and the strategic scoping is robust. However, the GDS is very long and may not be able to be read in one hour.	The overall purpose, strategic outcomes and review processes are illustrated clearly throughout the GDS. The GDS would be improved with a more digestible structure.
The approach is to support the government's four long-term goals for the transport system by enabling MoT, NZTA and other transport/data agencies to implement intelligent transport systems over the next five years or more.	No	The key points of the issue are detailed thoroughly. The ways in which the outcomes sought will be achieved are clear, although time frames could be improved and more funding details added.	The overall purpose and strategic outcomes are clearly articulated. This GDS is very user-friendly. However, there is only a brief mention of review processes.
The approach is to work off the five principle pillars of diversity and inclusion to ensure that diversity initiatives are supported and that MFAT is inclusive.	No	The key points are clear and how the outcomes sought will be achieved is visually set out well.	The overall purpose is clear and strategic outcomes with accompanying detail is laid out in a user-friendly manner. This GDS is laid out in a clear and easily followed way, so finding essential information is easy.
The approach is to upgrade DoC's information systems in four thematic areas to generate greater productivity and greater mobility.	Yes, see pp. 12, 14, 22, 28, 30, 32, 34	The key points and outcomes sought are clearly laid out in this detailed GDS. It is very long, however, which impedes understanding, although the timeline on page 8 aids understanding of review processes.	The overall purpose is clearly laid out. The GDS is overwhelmingly detailed and could not be read by a member of the public in 30 minutes.
The approach is to match the primary sector's science needs with the scientific work that will be undertaken in the future.	Yes, pp. 5 and 45	The key points are clear and how the outcomes sought will be achieved is set out well. The GDS is long and could not be read in its entirety in one hour.	The overall purpose is clear and the strategic outcomes are present, with a structure enabling users to find further information. There is minimal information on implementation. This GDS is quite long and cannot be read in 30 minutes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
24=	Yes, GDS111	Ministry of Health	Health sector	Mental Health and Addiction Workforce Action Plan	That all New Zealanders live well, stay well and get well, in a system that is people-powered, provides services closer to home, is designed for value and high performance, and works as one team in a smart system. (p. 1)
24=	Yes, GDS117	Ministry of Social Development	Social Services and Community sector	Youth Development Strategy Aotearoa	A country where young people are vibrant and optimistic through being supported and encouraged to take up challenges. (p. 15)
26=	Yes, GDS001	Department of Conservation	Environment sector	Biodiversity Strategy	The Strategy's vision describes a future in which all New Zealanders contribute to sustaining the full range of indigenous biodiversity and share in its benefits, and in which the genetic resources of our important introduced species are secure. (Executive summary)
26=	Yes, GDS087	Ministry of Health	Health sector	Suicide Prevention Strategy	The inspiration for this strategy is a vision of a society where all people feel they: are valued and nurtured; value their own life; are supported and strengthened if they experience difficulties; do not want to take their lives or harm themselves. (p. 1)
28	Yes, GDS120	Ministry of Social Development	Social Services and Community sector	Disability Strategy 2016 (jointly held between MSD and MoH)	New Zealand is a non-disabling society - a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen. (p. 6)
29	Yes, GDS107	Ministry of Health	Health sector	Disability Strategy 2016 (jointly held between MSD and MoH)	New Zealand is a non-disabling society - a place where disabled people have an equal opportunity to achieve their goals and aspirations, and all of New Zealand works together to make this happen. (p. 6)
30=	Yes, GDS006	Department of Conservation	Environment sector	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Manako katoatia a Aotearoa i tō tātou piringa ki te taiao me tōna whakaukatanga. All New Zealanders value a connection to our environment by actively working together for a sustainable future. (p. 7)
30=	Yes, GDS134	New Zealand Customs Service	External sector	Customs 2020	People are at the heart of what we do; compliance should be easy to do and hard to avoid; using information, innovation and technology to shape our future; intelligence-led, risk-based border management; New Zealand Customs is a welcome home and a welcome here; partnership and collaboration add value and reduce risk; valuing diversity makes the organisation stronger. (p. 5)
32=	Yes, GDS044	Ministry for the Environment	Environment sector	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	The Goal of the NIP is to protect human health and the environment from persistent organic pollutants by implementing the Stockholm Convention. (p. 7)
32=	Yes, GDS096	Ministry of Health	Health sector	'Ala Mo'ui – Pathways to Pacific Health and Wellbeing	Pacific peoples experience equitable health outcomes and lead independent lives. (p. 4)
34	Yes, GDS068	Ministry of Defence	External sector	Strategic Defence Policy Statement	Supports New Zealand's community and environmental wellbeing and resilience; promotes a safe, secure, and resilient New Zealand, including on its borders and approaches; contributes to the maintenance of the international rules-based order. (p. 6)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to focus on developing and growing the mental health workforce in order to better support those suffering from mental illness.	No	The key points and strategies to achieve the goals are summarised well in the tables in this long GDS. More detail can be found throughout. However, the GDS is not user-friendly and cannot be read fully in one hour.	The overall purpose and strategic outcomes are overviewed by tables throughout this GDS. However, the GDS is difficult to read and not user-friendly. Review processes are discussed but not in great detail.
The approach is to articulate priorities that will inform work programmes designed for families, organisations and government to use to improve quality of life for youth.	No	The key points are well-articulated, and there is good discussion of how the outcomes sought will be achieved. However, the structure of the GDS is convoluted, and some of the outcomes are not accompanied by enough practical detail. The GDS states that some of its outcomes are purposely broad. The GDS discusses its various beneficiaries very well.	The overall purpose is understandable by a member of the public, as the GDS is well structured. A member of the public would not be able to read this entire GDS in 30 minutes, but due to the user-friendly structure they most likely would be able to gain a sound understanding of its strategic outcomes. The discussion of review processes is not sufficient.
The approach is to manage biodiversity by using a threat management response at all levels (including partnerships between agencies), such as government, land managers and iwi.	Yes, p. 124	The key points and information, such as the lead agencies and stakeholders, are detailed and well-articulated, but how the sought outcomes will be achieved is vague. Discussion of agencies and stakeholders involved with the implementation of the GDS is good.	The overall purpose of the strategy is clear. However, due to the GDS being very long and lacking a review process, a member of the public may be confused as to how its outcomes will be reached. The GDS is not structured well, meaning some of the information is overwhelming.
The approach is to identify where new investment is needed and to assist government and non-government service providers working in the field of suicide prevention to ensure a uniform approach is taken.	Yes, p. 2	The key points of the issue are thoroughly explained. There is good discussion of how this GDS integrates with supporting strategies. The ways in which the outcomes sought will be achieved are explained, though there are few tangible measurements provided. However, the GDS notes that action plans will be developed every five years to support its implementation.	The overall purpose and strategic outcomes are very clearly explained, with a great amount of context provided. There is a comprehensive section discussing review processes.
The approach is to ensure people with disabilities are given an equal opportunity in society and barriers are removed as much as possible by government following the principles in the Disability Convention.	Yes, p. 8	The key points are explained well, however there is minimal detail on how outcomes sought will be achieved. A public servant would understand a great deal about this GDS after reading it for an hour.	The overall purpose is clear, with both the content and layout of this GDS being user-friendly. The guiding principles of the strategy are clear and fit well within the broader government goals. However, review information could do with more depth.
The approach is to ensure people with disabilities are given an equal opportunity in society and barriers are removed as much as possible by government following the principles in the Disability Convention.	Yes, p. 8	The key points are explained well; however, there is minimal detail on how outcomes sought will be achieved. A public servant would understand a great deal about this GDS after reading it for an hour.	The overall purpose is clear, with the content and layout of the GDS both user-friendly. The guiding principles of the strategy are clear and fit well within the broader government goals. However, review information could do with more depth.
The approach is to implement an Environmental Education for Sustainability (EES) strategy to ensure New Zealand's environment remains healthy and sustainable in the future.	Yes, p. 15	The key points and the long-term and short-term goals are clearly laid out. The strategies to achieve these goals are also clear and well-explained. This GDS has a very user-friendly structure.	The overall purpose and strategic outcomes are clearly stated. The review processes are briefly mentioned but need more detail for a member of the public to fully understand them.
The approach is to make customs compliance easy to do and hard to avoid by modernising the border and enhancing services to ensure New Zealand is well-protected.	Yes, p. 6	The key points and issues are thoroughly discussed. However, there is little information in regards to how the outcomes will be achieved, such as resources, timing and implementation.	The overall purpose and strategic outcomes are easy to understand comprehensively thanks to this GDS's user-friendly layout. However, there is no information on review processes.
The approach is to implement New Zealand's obligations under the Stockholm Convention by coordinating MoE work programmes and devising guides for industry and the public.	No	The key points of the issue and its context are comprehensively set out. A lot of strategic history is discussed. The strategic outcomes and how they will be achieved are difficult to understand, however, as the strategy is very long and technical.	The overall purpose and strategic outcomes are difficult to understand, as it is a very technical strategy. The glossary is useful for members of the public. The GDS's structure could be improved to make it more readable. The review processes are discussed, although this section could be improved by being standalone.
The approach is to support Pacific health providers and DHBs to fulfil and take ownership of the priority actions for Pacific health, which are set out in this and other strategies.	No	The key points of the issue are explained well. The implementation of the outcomes sought is clear, and the indicators which will be used to measure the success of the GDS are comprehensive. This GDS provides detailed information on its drafting and its integration with other government goals.	The overall purpose is set out clearly, but the strategic outcomes are rather technical and may not be understood as easily. There needs to be more information on review processes in this GDS.
The approach is to use the Defence Force's principles in its principal roles in order to be of value to New Zealand.	No	The key points and how the outcomes will be achieved are discussed well in the GDS. The GDS is long and could not be read by a public servant in an hour. Its structure is not very user-friendly.	The overall purpose is clear although the GDS is overloaded with a lot of information. There is no information on review processes or how implementation would happen.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the Guinness Institute.)
35=	Yes, GDS069	Ministry of Education	Education and Workforce sector	Pasifika Education Plan	Pasifika parents, families and communities support and champion their children's learning and achievements; [and] are better informed, more knowledgeable and demanding consumers of education services. (p. 5)
35=	Yes, GDS084	Ministry of Health	Health sector	Health of Older People Strategy	Older people participate to their fullest ability in decisions about their health and wellbeing and in family, whānau and community life. They are supported in this by co-ordinated and responsive health and disability support programmes. (p. 1)
37	Yes, GDS026	Land Information New Zealand	Primary sector	Outcomes Framework	1. High-value geographic and property information. 2. World-class property system. 3. Making best use of the Crown Estate. 4. Safeguard New Zealand's interest in sensitive assets. (p. 5)
38=	Yes, GDS019	Government Communications Security Bureau	Finance and Government Administration sector	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	By 2020, the GCSB and NZSIS will be recognised as inclusive, diverse and progressive organisations that maximise capability through their workforces. (p. 10)
38=	Yes, GDS022	Land Information New Zealand	Primary sector	Cadastre 2034	A cadastral system that enables people to readily and confidently identify the location and extent of all rights, restrictions, and responsibilities related to land and real property. (p. 25)
38=	Yes, GDS146	The Treasury	Finance and Government Administration sector	Thirty Year New Zealand Infrastructure Plan	By 2045 New Zealand's infrastructure is resilient and coordinated and contributes to a strong economy and high living standards. (p. 11)
41=	Yes, GDS129	Ministry of Transport	Economic Development and Infrastructure sector	Safer Journeys: Action Plan 2016-2020	A safe road system increasingly free of death and serious injury. (p. 3)
41=	Yes, GDS131	Ministry of Transport	Economic Development and Infrastructure sector	Transport Research Strategy	To create a research environment with the capacity and capability to ensure transport research maximises the economic and social benefits of the transport system and minimises harm. (p. 3)
43=	Yes, GDS020	Inland Revenue Department	Finance and Government Administration sector	Our Corporate Strategy	More effective use of resources, improved public trust in IR, improved customer experiences, reduced compliance cost and effort, improved compliance, cohesive Government services. (p. 4, 'Customer' strand)
43=	Yes, GDS099	Ministry of Health	Health sector	Disability Support Services Strategic Plan	Disabled people and their families are supported to live the lives they choose. (p. 1)
43=	Yes, GDS110	Ministry of Health	Health sector	Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy	Aiming to provide disabled people and their families/whānau with greater choice, control and flexibility, while acknowledging that people's own experiences will contribute to their level of desire to explore different living choices. (p. 16)
43=	Yes, GDS114	Ministry of Māori Development [known as Te Puni Kōkiri]	Māori Affairs sector	Te Rautaki Reo Māori – Māori Language Strategy 2014	Te Mana o te Reo: increasing the status of the Māori language in New Zealand society; Te Ako o te Reo: increasing the number of whānau Māori and other New Zealanders who can speak Māori; Te Mārama Pū ki te Whakaora Reo: increasing critical awareness about Māori language revitalisation; Te Kounga o te Reo: supporting the quality and appropriate use of the Māori language and iwi dialect maintenance; Te Kōrerotanga o te Reo: increasing the use of the Māori language among whānau Māori and other New Zealanders. (p. 3)
47=	Yes, GDS037	Ministry for Primary Industries	Primary sector	Biosecurity 2025 Direction Statement	75% of adult New Zealanders understand what biosecurity means and why it is important. 100,000 New Zealanders regularly take action to control plant or animal pests in their community. 90% of relevant businesses are actively managing pest and disease risk associated with their business. (p. 27)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to put Pasifika learners and their families at the centre of the education system and set the direction for Pasifika education for the next five years.	Yes, p. 3	The key points of the issue are explained, as well as the GDS's integration with the targets of Better Public Services. The outcomes sought and how they will be achieved are communicated clearly. The 'key statistics' effectively provides context.	The overall purpose and strategic outcomes are understandable, although the structure could be clearer. There is minimal information regarding review processes.
The approach is to partner (MoH and DHBs) to improve the health of older people by implementing the strategy and monitoring outcomes according to each DHB's implementation plan.	No	The key points of the issue are explained well. The strategy explains where it is situated in relation to other GDSs and has an informative 'relationship between strategies' section. The outcomes sought are clearly expressed and how they will be achieved is explained well, though they could be more time specific.	The overall purpose is easily understandable and clearly set out, although the strategy is long. The strategic outcomes are very specific and include information as to who will carry them out. There is discussion of review processes, though this could be more comprehensive.
The approach is to bridge the gap between LINZ's vision and day-to-day work in order to better refine their focus and determine how to proceed in the medium term.	No	The key points are clearly laid out and easy to follow. There is minimal discussion on how outcomes sought will be achieved.	The overall purpose is clear and the document is presented in a user-friendly manner. There is minimal discussion on review processes, although timelines are provided alongside outcomes.
The approach is to support initiatives within the department which will increase both gender and ethnic diversity of staff and the New Zealand Intelligence Community.	No	The key points are well-presented. Overall the document is easy to read and has clear strategic outcomes.	The overall purpose is clear. The GDS features clearly outlined strategic outcomes and steps that the government department will take to achieve them. This section is well laid out and user-friendly.
The approach is to support the development of technology and infrastructure that will improve the cadastral system's practical value for users.	No	The key points are well-articulated and there is good explanation of why the strategy is necessary and where it is situated in LINZ's wider strategic position. There is a thorough discussion of the various agencies that are connected to the strategy. The GDS comprehensively identifies where it is lacking in capabilities. The GDS has an extremely logical structure, and is visually appealing.	The overall purpose is very clear. This GDS sets out its context, which is valuable. The objectives/outcomes sought are very easy to understand and they are broken down into clearly identifiable 'goals'. However, its review processes are not sufficiently discussed, which lets the strategy down.
The approach is to collaborate with many government departments and local governments to ensure infrastructure is upgraded to face future issues and changes, and continue to improve the quality of life of all New Zealanders.	Yes, p. 9	The key points are unclear due to the length of this GDS. The approach is vague, though implementation strategies are stated clearly. There is little detail on review processes.	The overall purpose is very clear; however, this GDS is quite long and overwhelming. The vision is clear and there are illustrations adding detail to the key elements.
The approach is to increase New Zealand's road safety by making motorcycling safer, ensuring roads and roadsides are improved, and the safety of vehicles is improved.	Yes, p. 3	The key points and actions to achieve the outcomes sought are clearly stated in this logically laid-out document. However, more operational and goals-focused information is needed.	The overall purpose and strategic outcomes are set out logically and are easy to navigate using the contents page. However, there is no mention of review processes.
The approach is to identify necessary research within the transport sector and increase collaboration between stakeholders so that the economic and social benefits of transport are maximised.	No	The key points are clear throughout the document. Work programmes designed to deliver the outcomes sought are detailed. Useful figures and illustrations are included.	The overall purpose and strategic outcomes are clearly located within the GDS. The scope of the strategy is very thorough. There is some detail on the review processes.
The approach is to improve services to IRD customers by utilising six 'Strands', which focus on enabling IRD to be more customer-focused and to utilise technological change.	Yes, p.2 (people strand) p.7 (external collaboration strand)	The key points are indicated in the six strands. Each strand discusses how the outcomes sought will be achieved.	The overall purpose of each strand is clear and it is easy to understand how this fits with the department's overall purpose. More detail is needed on review processes.
The approach is to target Vote Health funding at programmes which will benefit the priorities of all disabled people.	No	The key points of the issue are easily understood as the GDS is well structured. The agencies involved in implementation are all set out excellently. The outcomes section is thoroughly discussed.	The overall purpose is clear and the 'Action Plan' provided can be very easily understood by a reader of the GDS. However, there needs to be more discussion of review processes – currently the plan seems unfinished. It is very strong at the front end but needs more 'follow up' information on how success will be measured.
The approach is to utilise MoH resources to ensure people with disabilities are able to gain the skills needed to be independent in their living choices.	No	The key points of this GDS are discussed, and the document is very clear. The outcomes sought could benefit from more discussion. This document provides good background information to the GDS.	The overall purpose is discussed at length and the strategic outcomes are clear. However, more information is needed for review processes.
The approach is to devise five result areas which act as indicators of the health of the Māori language, and use these to coordinate government agencies working on Māori language programmes and services.	No	The key points of the issue are not discussed at length. The GDS references other older strategies (such as the government's Maori Language Strategy) which is useful knowledge for a public servant working in this area. There is no information on how the outcomes sought will be achieved.	The overall purpose of the GDS is very clear. The measures of its success are discussed but this discussion lacks information around timing. Specific information on how the GDS will be reviewed is provided.
The approach is to cooperate with other stakeholders to help ensure the biosecurity system works efficiently in the 21st century.	No	The key points are clear and how outcomes sought will be achieved is clearly explained. This GDS is detailed but easily understandable.	The overall purpose and strategic outcomes are both clear. There is a detailed diagram on implementation; however, there is not much detail on review processes. This GDS is fairly long and could be more user-friendly.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
47=	Yes, GDS066	Ministry of Defence	External sector	Defence Capability Plan 2014	Support other New Zealand government agencies, both domestically and as part of all-of-government operations overseas; and operate credibly alongside our international partners in the contemporary environment. (p. 14)
49	Yes, GDS047	Ministry for the Environment	Environment sector	Hitting the Mark – Our Strategic Plan to 2045	People are enabled to make and implement decisions that benefit society and the environment; the use of the environment, including natural resources, is optimised for the betterment of society and the economy now over time; risks to people and the environment are known, understood and well managed; the capacity for the environment to sustain itself is safeguarded. (p. 11)
50=	Yes, GDS016	Department of the Prime Minister and Cabinet	Finance and Government Administration sector	National Civil Defence Emergency Management Strategy	Resilient New Zealand - communities understanding and managing their hazards. Aotearoa manahau - he pūioio ngā hapori, he mārama ki ō rātau pūmate me te whakahaere. (p. 1)
50=	Yes, GDS124	Ministry of Social Development	Social Services and Community sector	Sign Language Strategy	Acquisition; use/access; attitude; documentation; status. (p. 5)
52	Yes, GDS139	State Services Commission	Finance and Government Administration sector	Open Government Partnership	Further open up the government budgeting process; improve access to official information; enhance access to government-held data; improve ... Access to legislation; improve how we engage with people in developing and delivering our OGP commitments; support the development of sound policy practices. (p. 9)
53=	Yes, GDS090	Ministry of Health	Health sector	National Plan for Child Cancer Services in New Zealand	Child cancer services will be: focused on the child and their family or whānau; as close to home as possible within the bounds of quality and safety; provided to achieve equity of outcome; based on international best practice, research and education; monitored and evaluated regularly; integrated with other health services; culturally safe; fiscally responsible. (p. 2)
53=	Yes, GDS118	Ministry of Social Development	Social Services and Community sector	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa	New Zealand Aotearoa is a society that values individuals, families, whānau or aiga who support others who need help with their everyday living. (p. 8)
55	Yes, GDS100	Ministry of Health	Health sector	Implementing Medicines New Zealand	Medicines are safe, of high quality, and are effective; New Zealanders have access to the medicines they need; choices about medicines... Result in optimal outcomes. (p. 1)
56	Yes, GDS064	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Energy Efficiency and Conservation Strategy 2017-2022	New Zealand has an energy productive and low emissions economy. (p. 7)
57=	Yes, GDS009	Department of Corrections	Justice sector	Our Drug and Alcohol Strategy Through to 2020	Offenders have the skills and support to lead law abiding lives. (p. 3)
57=	Yes, GDS036	Ministry for Primary Industries	Primary sector	Science Strategy – Rautaki Putaiao	MPI is known as a credible science-based organisation that uses and generates robust and relevant science to support and transform biosecurity, food safety, primary production and trade. (p. 6)
59=	Yes, GDS003	Department of Conservation	Environment sector	Hector's and Maui's Dolphin Threat Management Plan	The Government's Vision Statement for the management of Hector's dolphins includes: 'Hector's dolphins should be managed for in their long-term viability and recovery throughout their natural range'.(p. 17)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to build on the first Defence Capability Plan and the Defence White Paper 2010 and set the priorities for NZDF purchases over the next ten years in line with budget constraints.	No	The key points of the issue are explained clearly, and this GDS discusses how it fits in with its predecessor and the 2010 Defence White Paper. A public servant would be informed somewhat as to how the outcomes sought will be achieved, but more information is needed as to who will carry out the implementation.	The overall purpose is not easily understandable as it is a technical GDS, and the strategic outcomes are not clearly set out. There needs to be more discussion of the review processes.
The approach is to improve leadership, information, system capability and kaitiakitanga to achieve long term outcomes such as safeguarding the capacity of the environment to sustain itself.	Yes, p. 5	The key points are well-discussed and outcomes are detailed and comprehensive. This GDS also contains good contextual information. However, it lacks central analysis.	The overall purpose and outcome of the documents are easy to understand due to the GDS's user-friendly language and plenty of background information. Although the GDS is long, the layout is user-friendly and flows through ideas well. Review processes are discussed briefly but with adequate information.
The approach is to manage the risks of dealing with hazards by appointing a CDEM agency to support the strategy.	No	The key points of the issue are well covered, along with the progress made on this GDS's vision to date and previous iterations of its strategy. The outcomes sought are outlined, but there is insufficient information on how they will be achieved. However, this GDS does assess agencies responsible and partnerships very well.	The overall purpose is very clear. The strategic outcomes are understandable, although are slightly confusing with respect to the different plans, guides and legislation that play a part in the CDEM. There needs to be discussion of review processes.
The approach is to implement and prioritise goals to encourage NZSL usage to ensure that it is used by the public sector.	Yes, p. 10	The key points are described in good detail with a clear approach. The implementation and review processes require more discussion.	The overall purpose and approach are well-described. This GDS is structured well, conveying key points clearly. This GDS is user-friendly and can be read in 30 minutes. However, more detail is required on implementation and review processes.
The approach is to improve transparency and cooperation between government departments to work together to solve issues which require a collective approach.	No	The key points are well set out in a logical way, which makes it easy for the reader to understand this GDS. Each key point has a corresponding outcome, with text explaining how this outcome will be achieved and in what time frame.	The overall purpose is clear and the structure of the document is user-friendly and well laid out. This GDS lacks information on review processes, however.
The approach is to agree on the child cancer service delivery model in New Zealand to ensure that it is equitable, sustainable, and provides certainty for both service providers and service users.	No	The key points are in the document, but more information on how the outcomes will be achieved is needed. There is good context to this GDS, however the layout is slightly confusing, and feels more like a plan rather than a strategy.	The overall purpose is within the GDS, though the overall layout is not user-friendly and difficult to navigate for an uninformed member of the public. The key points are not clearly set out and require more detail and information.
The approach is to improve the care sector by delivering action plans involving both MSD and carers' representative bodies.	No	The key points of the GDS are explained, although the GDS needs to clearly articulate more the opportunities and threats inherent in the 'strategic ecosystem'. The ways in which the outcomes sought will be achieved are understandable, although they need more explicit detail.	The overall purpose and strategic outcomes are clear as the GDS is aimed at carers and not public servants. However, more context could be given. The discussion of review processes could be more comprehensive.
The approach is to outline a high-level framework for organisations to consider as they plan medicine service delivery and programmes.	No	The key points are clear and the structure of the GDS is highly effective, allowing for easy assessment of objectives and actions. The introductory Ministerial foreword functions extremely well here – it sets out the context for the GDS and mentions older strategies in this focus area. It does not directly discuss 'lessons' from older strategies, however.	The overall purpose is sufficiently discussed. The review section generally lacks in substance – this GDS merely outlines its objectives without following up on how they will be reviewed. The strategic objectives are set out clearly however, and the document is straightforward for members of the public.
The approach is to coordinate energy aims and better utilise technological tools to ensure all sectors can make energy efficient investments.	Yes, p. 7	The key points are clear and how the outcomes sought will be achieved is well-discussed. This GDS is user-friendly; however, it lacks information on review processes.	The overall purpose and strategic outcomes are clearly explained. The GDS could benefit from a clearer structure for members of the public to understand it.
The approach is to lessen the effect of addiction issues in the causal factors of crime within and outside prison by increasing rehabilitation and reducing demand.	Yes, p. 3	The key points of the issue and how the department seeks to solve it are easy to understand, but there is no comprehensive discussion of negative points (e.g. risks). This GDS lacks critical analysis and specific details regarding goals sought and how and when outcomes will be measured.	The overall purpose and desired outcomes are understandable though this GDS lacks structure, making key content difficult to readily grasp. There is also no critical discussion of the issue.
The approach is to align the evidence and scientific processes used in MPI activities.	Yes, p. 8	The key points are described well, and this GDS is thorough and logically ordered. There is useful contextual information, as well as detailed descriptions of current and future states. However, more detail is required on outcomes sought.	The overall purpose, strategic outcomes and review processes are easy to read, follow and understand thanks to the logical layout and clear headings. However, this GDS at times lacks depth, especially in regards to review processes.
The approach is to manage human-induced threats to Hector's and Maui's dolphins and to seek stakeholder perspectives on the measures contained in the strategy.	No	The key points of the issue are well-presented, despite the GDS being very long. It clearly sets out its purpose and how the outcomes will be achieved. It is well-structured. The description of the threats and problems is very clear.	The overall purpose and outcomes sought are clear, but there is too much information for a member of the public to understand the detail of this GDS in 30 minutes. There is no discussion of review processes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
59=	Yes, GDS103	Ministry of Health	Health sector	Living Well with Diabetes	All New Zealanders with diabetes, or at high risk of developing type 2 diabetes, are living well and have access to high-quality, people-centred health services. (p. 1)
59=	Yes, GDS135	New Zealand Security Intelligence Service	Finance and Government Administration sector	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	By 2020, the GCSB and NZSIS will be recognised as inclusive, diverse and progressive organisations that maximise capability through their workforces. (p. 10)
62=	Yes, GDS017	Department of the Prime Minister and Cabinet	Finance and Government Administration sector	Cyber Security Strategy 2015	Our vision is that New Zealand is secure, resilient and prosperous online. (p. 5)
62=	Yes, GDS089	Ministry of Health	Health sector	Ambulance Service Strategy	This strategy... Sets an ambitious vision that would see the New Zealand Ambulance Service as the first line of mobile emergency intervention in the continuum of health care. (p. 3)
62=	Yes, GDS116	Ministry of Social Development	Social Services and Community sector	Positive Ageing Strategy	The aim of the Positive Ageing Strategy is to improve opportunities for older people to participate in the community in the ways that they choose. (p. 6)
65	Yes, GDS055	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Energy Strategy	The Government's energy efficiency target is for New Zealand to continue to achieve a rate of energy intensity improvement of 1.3 percent per annum. (p. 17)
66=	Yes, GDS025	Land Information New Zealand	Primary sector	Topographic Strategy	Accurately mapping New Zealand for the future. (p. 3)
66=	Yes, GDS032	Ministry for Primary Industries	Primary sector	Cadmium and New Zealand Agriculture and Horticulture	Develop New Zealand risk based guidance for cadmium in agriculture soils; cautiously manage risks; develop new knowledge to allow the appropriateness and effectiveness of the strategy of the strategy to be assessed at review. (p. 6)
66=	Yes, GDS072	Ministry of Education	Education and Workforce sector	Tertiary Education Strategy 2014 (was jointly held between MBIE and MoE but then became solely MoE)	We need a tertiary education system that continues to have strong international credibility and delivers educational performance that compares with the best in the world. (p. 6)
69	Yes, GDS021	Land Information New Zealand	Primary sector	Power of 'Where' Drives New Zealand's Success	Our vision is: the power of 'where' drives New Zealand's success. (p. 8)
70=	Yes, GDS045	Ministry for the Environment	Environment sector	Waste Strategy	The Strategy's two goals provide direction to local government, businesses (including the waste industry), and communities on where to focus their efforts in order to deliver environmental, social and economic benefits to all New Zealanders. The goals are: reducing the harmful effects of waste, [and] improving the efficiency of resource use. (p. 2)
70=	Yes, GDS054	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Energy Efficiency and Conservation Strategy 2011-2016	The Government's energy efficiency target is for New Zealand to continue to achieve a rate of energy intensity improvement of 1.3 percent per annum. (p. 17)
72=	Yes, GDS002	Department of Conservation	Environment sector	Subantarctic Islands Research Strategy	To provide a tool for managers to decide which research is most appropriate, and... As a guide for researchers to indicate where the Department has specific research needs. (p. 6)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to improve services for diabetes sufferers to ensure their needs are being met and they are living well through increasing prevention, early detection and improving the quality of services.	No	The key points and objectives are clearly set out and presented well. However, more information is needed on funding and how outcomes sought will be achieved.	The overall purpose is clear and articulated well. Strategic outcomes are set out clearly with sufficient information, although more detail is required to get more than a basic understanding. More information on review processes is needed.
The approach is to support initiatives within the department which will increase both gender and ethnic diversity of staff and the New Zealand Intelligence Community.	No	The key points are well-presented and overall the document is easy to read, with clear strategic outcomes.	The overall purpose is clear and the GDS features clearly outlined strategic outcomes and steps that the government department will take to achieve these. This section is well laid out and user-friendly.
The approach is to encourage New Zealand's private citizens and public sector to be cautious and conscious online.	No	The key points are thoroughly analysed and the document(s) have a very user-friendly layout. However, this needs to be supported with more evidence and explanation to how goals will be achieved, rather than just a descriptive explanation of issues.	The overall purpose and strategic outcomes are very clear. However, this GDS lacks analysis and discussion on how resources will be used to achieve the described outcomes. There is no information on the review process.
The approach is to improve investment in the ambulance service by working with key organisations such as ACC, the MoH and DHBs to establish an overall framework for ambulance service efficiency.	Yes, p. 7	The key points of the issue are explained well; however, the discussion of how strategic outcomes will be met needs more detail. This GDS provides time frames for implementation but could be improved with information on agencies responsible and funding.	The overall purpose is clear, but the structure of the GDS could be improved in order to make the strategic outcomes more understandable. There is a lack of information on review processes.
The approach is to identify gaps in current policy concerning older people in order to prioritise ten areas of focus which will incorporate positive ageing principles into the work of government departments.	No	The key points of the issue are clear, and the outcomes sought are well-explained. However, this GDS fails to discuss how the outcomes will be achieved in any detail. The structure of the GDS is confusing. The discussion of threats and opportunities in the strategic focus area is comprehensive.	The overall purpose of the GDS is clear, and the public would understand the strategic outcomes. The GDS discusses how it was developed, but it also contains information that does not seem relevant or useful to the GDS. The review process is well-explained, enabling the public to keep track of the GDS's progress.
The approach is to set a strategic direction for the energy sector to ensure energy markets are effective and efficient whilst being environmentally responsible.	No	The key points of the issue and context, along with how this GDS links to the overarching New Zealand Energy Strategy, are explained relatively clearly. The agencies and time frames involved in achieving the outcomes sought are made clear.	The overall purpose and strategic outcomes are clearly set out. However, there needs to be more discussion of review processes.
The approach is to identify areas for LINZ investment in the development of topographic mapping in the medium-term.	No	The key points are well-articulated, as are the outcomes sought. This is a very specific strategy and therefore would be useful to those using this information on a day-to-day basis. However, it lacks specificity regarding its resources, funding and beneficiaries.	The overall purpose is sufficiently described. A member of the public would understand the purpose and strategic outcomes easily as the GDS is very well structured and easy to read, but there is no mention of the review process.
The approach is to manage the risk of cadmium in agriculture until a knowledge base is developed which will enable better risk management. This is carried out by the Cadmium Management Group (comprised of key stakeholders in rural and environmental management).	No	The key points of the issue are set out very clearly, and the work programmes designed to deliver the outcomes sought are detailed. However, there needs to be more information on resources and review processes to increase the practical value of the document.	The overall purpose is clear, despite the technical content of the strategy due to the limited focus area of the strategy. However, the strategic outcomes are only understandable at a basic level. The review processes could be clearer and contain more information on who will implement the strategy and when.
The approach is to set a framework for funding agreements with tertiary education organisations and to build on previous efforts to improve tertiary education by monitoring the progress of agencies involved in implementing the strategy.	No	The key points of the issue are clear enough; however, they could have been structured in a simpler way. A public servant would have an understanding of how the outcomes sought will be achieved, but need to have more information on timing and funding attached to them. The opportunities and threats of the strategic focus are comprehensively discussed.	The overall purpose is understandable; however, the structure of the GDS could be improved to make this easier to understand. The strategic outcomes are discussed, although there is a lack of articulation as to the exact problems the GDS is focusing on. There is no discussion of review.
The approach is to strengthen the location information system so that this data can be integrated with other data sources to drive better decision-making.	No	The key points of the issue are discussed throughout the document. However, there is a lack of detail on how the outcomes (which seem a little vague) sought will be achieved.	The overall purpose and strategic outcomes are discussed throughout however there is a lack of detail on the review processes. Document is user-friendly.
The approach is to provide a high-level yet flexible direction for collective waste management and minimisation for local government, businesses and communities.	No	The key points of the issue are well-communicated. This GDS very clearly illustrates the 'lessons learnt' from the previous version of the strategy, which is highly useful for a public servant. However, there needs to be more detail and information on time frames for a reader to understand how the outcomes sought will be achieved.	The overall purpose and strategic outcomes are made very clear, and it is explained that the strategy builds on the previous waste strategy. However, there is no information on review processes.
The approach is to deliver on government objectives in the Energy Strategy by proposing objectives for different stakeholders focused on reduction of energy usage.	No	The key points of the issue and the outcomes sought are clear, although the outcomes could be set out in a more structured way. How the outcomes sought will be achieved are explained comprehensively.	The overall purpose and strategic outcomes are easily understandable. However, there is no mention of review processes.
The approach is to set guidelines for researchers desiring access to Southland Conservancy and to provide a tool for managers to decide the appropriate research needed by DoC from this focus area.	No	The key points of the issue are very clear, but how the outcomes sought will be reached is not informative enough. Only a few examples are provided. There is information on who reviewed the GDS, which is useful.	The overall purpose and the review processes of the strategy are clear. The strategic outcomes are not clear. The focus is heavily on researchers, which may make this GDS difficult for the public to follow, and its structure could be improved to make it more readable.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the Guinness Institute.)
72=	Yes, GDS098	Ministry of Health	Health sector	Cancer Plan	Better faster cancer care. (p. 8)
74	Yes, GDS075	Ministry of Education	Education and Workforce sector	International Education Strategy – He Rautaki Mātauranga A Ao	A thriving and globally connected New Zealand through world-class international education. (p. 5)
75=	Yes, GDS081	Ministry of Health	Health sector	Palliative Care Strategy	All people who are dying and their family/whānau who would benefit from palliative care have timely access to quality palliative care services that are culturally appropriate and are provided in a co-ordinated way. (p. vii)
75=	Yes, GDS115	Ministry of Māori Development [known as Te Puni Kōkiri]	Māori Affairs sector	Māori Housing Network Investment Strategy	Whānau Māori live in safe, secure and healthy homes. (p. 3)
77=	Yes, GDS097	Ministry of Health	Health sector	He Korowai Oranga – Māori Health Strategy	Pae ora is the Government's vision for Māori health. It provides a platform for Māori to live with good health and wellbeing in an environment that supports a good quality of life. Pae ora encourages everyone in the health and disability sector to work collaboratively, to think beyond narrow definitions of health, and to provide high-quality and effective services. (p. 4)
77=	Yes, GDS105	Ministry of Health	Health sector	Pharmacy Action Plan	Delivering high-quality care, supported by smart systems, that: is responsive to the changing health needs of New Zealanders; and empowers them to manage their own health and wellbeing better, as part of a one-team approach that supports people to live longer, but also to spend more of that life in good health. (p. 1)
77=	Yes, GDS119	Ministry of Social Development	Social Services and Community sector	Disability Action Plan	Disabled people experience equal rights of citizenship. (p. 1)
80	Yes, GDS102	Ministry of Health	Health sector	National Drug Policy 2015	Aiming to guide, influence and support decision-making by local services, communities and non-governmental organisations, and in doing so, improving collaboration and maximise the effectiveness of the system as a whole. (p. 1)
81=	Yes, GDS024	Land Information New Zealand	Primary sector	He Whāriki Maurua – Business with Māori Strategy	The strategy's vision (moemoea) is to unlock LINZ's potential to accelerate Māori and iwi development. (p. 11)
81=	Yes, GDS053	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Oil Emergency Response Strategy	The Strategy contributes to New Zealand's transport resilience, one of the key themes of the New Zealand Energy Strategy, by ensuring short term oil security, and to the world-class infrastructure objective of the economic transformation agenda. (p. 4)
81=	Yes, GDS091	Ministry of Health	Health sector	Whāia Te Ao Mārama – The Māori Disability Action Plan for Disability Support Services	Vision for Māori disabled and their whānau: to achieve a good quality of life and wellbeing; to participate in and contribute to te ao Māori; to participate in their communities as other New Zealanders do. (p. 8)
84=	Yes, GDS048	Ministry for the Environment	Environment sector	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Manako katoatia a Aotearoa i tō tātou piringa ki te taiao me tōna whakaukatanga. All New Zealanders value a connection to our environment by actively working together for a sustainable future. (p. 7)
84=	Yes, GDS085	Ministry of Health	Health sector	Youth Health 2002	A safer, more supportive environment for New Zealand's young people; a measurable improvement in young people's mental health; a measurable improvement in young people's physical health; young people influence health policy and programme development. (p. 1)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to enable access to high quality equipment for cancer sufferers as well as supporting public health schemes for better, faster cancer detection and prevention.	Yes, p. 8	All key points are clearly laid out. However the layout could be more user friendly.	The overall purpose and strategic outcomes have some information. However, there is no information regarding review processes in this GDS.
The approach is to ensure international students receive a good quality experience and that growth in international education is sustainable in order to ensure New Zealand benefits economically, socially and culturally from international education.	Yes, pp. 5, 8, 9	The key points are clear, with the approach and implementation of this GDS being clearly stated. However, there is limited discussion on review processes.	The overall purpose, approach and implementation are laid out well throughout the GDS. Most key information is easily accessible, however more detail on review processes is required.
The approach is to fund palliative care in a systematic way by focusing DHBs' and the MoH's attention and investment in essential services for dying people and flexible service configuration.	No	The key points of the issue are clearly explained, and this GDS discusses where it fits within the overall strategic context of MoH. The outcomes sought could be more specific, and time measured, but there is sufficient information to understand how they will be achieved.	The overall purpose and strategic outcomes are made clear. This is a relatively long and technical strategy, but the structure is very good. The appendices provide information on how the GDS was devised. There is no comprehensive discussion of review processes.
The approach is to ensure Māori live in safe, secure homes by increasing investment in the supply and quality of homes for Māori.	Yes, p. 3	The key points are discussed in detail and the outcomes sought are clear. The GDS is detailed despite its brief length. It can easily be read and understood in one hour.	The overall purpose is clear, and the strategic outcomes are discussed in detail. The structure is user-friendly and logical. More information is needed on review processes and implementation.
The approach is to collaboratively focus (MoH and DHBs) on the strengthening of Māori health and disability services in order to improve Māori participation in the health sector.	No	The key points of the issue are articulated clearly; however, there needs to be more explicit discussion of the exact strategic outcomes sought. Currently the outcomes sought are not that clear, and there needs to be information on how they will be implemented.	The overall purpose is understandable at a basic level; however, the structure of this GDS is not very accessible for a member of the public. This GDS currently may only be useful as an internal document. The strategic outcomes are not clearly articulated, and there is no mention of review of the GDS.
The approach is to coordinate the health sector workforce and regulatory system to provide effective medicine management.	No	The key points and outcomes are clear with the user-friendly layout. More detail on target areas and beneficiaries would be good, however.	The overall purpose and strategic outcomes are clear and in user-friendly language, with good discussion on who has lead accountability for actions taken. However, there is very little information on the review process.
The approach is to share four priority areas for government agencies to work together alongside disabled persons' organisations to progress action for disabled people.	No	The key points of the issue are clear, although they are not detailed. In order to understand how the outcomes sought will be achieved, there needs to be more specific information on the implementation timeline and funding requirements.	The overall purpose and strategic outcomes are understandable, although they are not clearly set out for the public. More information is needed on review processes.
The approach is to reduce alcohol and drug-related harm through problem limitation, education and shifting attitudes towards alcohol and drugs.	Yes, p. 5	The key points are easy to understand, clearly explained and supported by evidence. Multiple tables summarise key actions in achieving outcomes.	The contents page is useful and user-friendly in regards to the overall purpose and strategic outcomes. However there is little to no information on review processes.
The approach is to link LINZ with iwi in order to ensure New Zealand's geographic location information is maintained and coordinated, especially in a Māori context.	Yes, p. 10	The key points are clear with the strategy, goals and outcomes all well-defined. This GDS is also very user-friendly. However, it lacks detail on how the outcomes will be achieved and by whom.	The overall purpose and strategic outcomes are very clear and easy to access. However, it lacks detail on the review processes and critical analysis, though basic details are easy to read and understand.
The approach is to outline a range of measures available to businesses and government if an oil supply disruption occurs.	No	The key points of the issue are clear. The outcomes sought are based on a hypothetical situation, and there is discussion of how these would be achieved. However, more detail is needed for this GDS to be useful in a practical sense. This GDS lacks a clear vision statement.	The overall purpose and strategic outcomes are understandable; however, the GDS is set out in a manner which is not easy to understand. There needs to be more explanation of how this GDS will be regulated and reviewed.
The approach is to identify the areas needing prioritising in the Māori disability area (in line with kaupapa Māori).	No	The key points of the issue are clear, and there is full discussion of important contextual information such as Māori world-view concepts. There needs to be more discussion of the implementation of outcomes sought, however, as this GDS currently lacks funding and time frame details.	The overall purpose is clear, but the structure could be improved to make the strategic outcomes stand out more, as currently it is confusing. How the strategic outcomes will be achieved, and the discussion of review processes, are sufficiently covered.
The approach is to implement an Environmental Education for Sustainability (EEFS) strategy to ensure New Zealand's environment remains healthy and sustainable in the future.	Yes, p. 15	The key points and the long-term and short-term goals are clearly laid out and the strategies to achieve these goals are clear and explained well. This GDS has a very user-friendly structure.	The overall purpose and strategic outcomes are clearly stated. The review processes are briefly mentioned, but need more detail for a member of the public to fully understand them.
The approach is to be the youth-focused reference document for the health sector in implementing the broader Health Strategy and the Disability Strategy by setting goals to improve the health of 12-24-year-olds.	No	The key points of the issue are clearly and concisely set out. The GDS discusses its coordination with other youth and health strategies very well. The outcomes sought are explained, along with who is responsible for implementation. However, it is not clear exactly how they will be achieved, as they are not time measured and there are no data-based measures of success provided.	The overall purpose is understandable, although the GDS is too long and could be clearer; important information could be brought to the front of the GDS. The strategic outcomes are understandable. However, there is minimal discussion of review processes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the Guinness Institute.)
86	Yes, GDS029	Ministry for Pacific Peoples	Social Services and Community sector	Pacific Languages Framework	More learners, and speakers are increasing their skills; languages are used within families and communities; the diversity of Pacific languages is valued and celebrated. (p. 6)
87	Yes, GDS058	Ministry of Business, Innovation and Employment	Social Services and Community sector	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	Ensure the most vulnerable Māori have secure tenure... Improve the quality of housing for Māori communities; support Māori and their whānau to transition to preferred housing choices; increase the amount of social housing provided by Māori organisations; increase housing on Māori owned land; increase large-scale housing developments involving Māori organisations. (p. 3)
88=	Yes, GDS023	Land Information New Zealand	Primary sector	Positioning Strategy	Accurately positioning New Zealand for the future. (p. 7)
88=	Yes, GDS082	Ministry of Health	Health sector	Primary Health Care Strategy	People will be part of local primary health care services that improve their health, keep them well, are easy to get to and co-ordinate their ongoing care. Primary health care service will focus on better health for a population, and actively work to reduce health inequalities between different groups. (p. vii)
88=	Yes, GDS143	Statistics New Zealand	Finance and Government Administration sector	Open Data Action Plan	To develop an enabling open data environment and accelerate the release and reuse of open government data so that New Zealand is maximising the value of open data. (p. 2)
91	Yes, GDS086	Ministry of Health	Health sector	Cancer Control Strategy	Reduce the incidence and impact of cancer; reduce the inequalities with respect to cancer. (p. 1)
92	Yes, GDS113	Ministry of Justice	Justice sector	Our Māori Strategy – Te Haerenga	Deliver improved justice outcomes for Māori. (p. 4)
93	Yes, GDS080	Ministry of Health	Health sector	Reduced Waiting Times for Public Hospital Elective Services	The Government is committed to reduced waiting times for elective services, and improved national consistency of access. (p. 3)
94=	Yes, GDS015	Department of Internal Affairs	Finance and Government Administration sector	Archives 2057 Strategy	People value a vibrant, trusted national archives. We will be a trusted regulator of government information through the Public Records Act; experts in how to create, manage, preserve and discover information; and a gateway providing access to the nation's history, connecting people to their stories, rights and entitlements. (p. 4)
94=	Yes, GDS148	The Treasury	Finance and Government Administration sector	He Puna Hao Pātiki – 2018 Investment Statement	Managing the balance sheet well is important for delivering public services needed today in a way that maximises value for money, and for sustainable, resilient and adaptable public finances that will support living standards for generations to come. (p. 2)
96	Yes, GDS130	Ministry of Transport	Economic Development and Infrastructure sector	Transport Domain Plan	We want to have high-quality transport research data, statistics and information to help deliver on the Government's goal of growing the economy. (p. 5)
97=	Yes, GDS052	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Vision Mātauranga	Science and technology transforming New Zealanders' lives. (p. 1)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to direct communities wishing to take ownership of their heritage languages and enable them to develop action plans to successfully do this.	Yes, p. 5	The key points of the strategy are well-explained; however, discussion of how the outcomes sought will be achieved is not as thorough. The outcomes need to have more detail attached to them. The structure of the GDS is good, but it does not contain all the essential information that a public servant might require.	The overall purpose and strategic outcomes are easy for members of the public to understand. This GDS is very user-friendly due to its visual layout. The GDS lacks discussion of review processes.
The approach is to identify the key areas where private and public stakeholders can support alternative housing for Māori in the medium to long-term.	Yes, p. 3	The key points of the issue are very well covered in this GDS. Its context and purpose are introduced clearly, as well as its time frame (2014–2025). This GDS discusses its links to other GDSS, which is extremely useful knowledge for a public servant. It is very specific about the time frame for its objectives. It has a separate outcomes framework on page 40, which is very useful for those involved in implementation.	The overall purpose of this GDS is clear as the document articulates its problem statement well, and is very well-supported with evidence and statistics. It would benefit from more specific information on funding and on how its progress will be monitored.
The approach is to oversee the ten-year LINZ timeframe, which will build infrastructure and investment in research that contributes to the strengthening of location information for specialists and the public.	No	The key points of the issue are set out, but not with any depth. The outcomes sought are well-articulated, but how they will be achieved and the time frame for this is not explained.	The overall purpose and strategic outcomes are set out well. This GDS also provides definitions, making it easy for member of the public to understand the jargon. There is no explanation of review processes.
The approach is to collaborate (MoH with DHBs) and develop policy toolkits and funding agreements to instigate the new approach to primary health, which focuses more on population health and the role of the community.	No	The key points of the issue are clearly explained and the GDS discusses its connection with other similar and related strategies. While the outcomes sought are outlined, there are few details of how they will be achieved.	The overall purpose is relatively clear, and the issue is given context. The strategy's structure is easy to follow. There is no discussion of review processes; this is likely due to the fact that the GDS does not have an implementation plan section.
The approach is to encourage government departments to make their data open in an effective way to increase public transparency.	No	The key points and how outcomes sought will be achieved are both clear. The GDS is brief but informative, and can easily be read and understood in one hour.	The overall purpose and strategic outcomes are both clear. Although the GDS is brief it is instructive however it would benefit from more information on review processes however.
The approach is to devise a framework that can be used by government and non-government agencies working in the area of cancer control so there is understanding of the principles guiding cancer control in the future.	No	The key points of the issue are explained well, along with integration with other GDSS. This GDS highlights the exact problem it aims to tackle, as well as the threats and opportunities of the focus area. This GDS communicates how the outcomes sought will be achieved, though there needs to be more details on funding and time frames.	The overall purpose and strategic outcomes are understandable. While the GDS is long, there is a clear contents page. The strategic outcomes are broad, but the GDS explains that this is due to there being implementation plans that will follow. Review processes are mentioned very briefly.
The approach is for the ministry to take a more Māori-centred approach to provide improved justice services for Māori.	No	The key points and the information surrounding them is unsubstantial. The strategies to achieve outcomes are discussed but contain no detail.	The overall purpose and strategic outcomes are laid out clearly. However, this GDS lacks detail for all key information. There is a lack of depth or comprehensive discussion of review processes.
The approach is to build on current practices aiming to improve access to elective services by implementing new initiatives designed to target problem areas.	No	The key points of the issue and outcomes sought are clearly explained. However, there is insufficient information regarding time frames and agents responsible to explain how the outcomes sought will be achieved.	The overall purpose and strategic outcomes are relatively clear, although the structure of the GDS could be improved to make it easier to digest. There is no comprehensive discussion of review processes.
The approach is to ensure public information is archived in a manner that takes into account future changes in technology whilst also ensuring this information is easily accessible to the public.	No	The key points are clear; however, this GDS lacks detail on how outcomes sought will be achieved. This GDS is easy to read and follow, and information can be found easily.	The overall purpose is clear and the strategic outcomes are laid out nicely. However, more detail is required on review processes so the public can understand these. The GDS is user-friendly and can be read in 30 minutes.
The approach is to manage the government's balance sheet using both financial performance and non-financial performance indicators, and to review the performance of government departments and their contribution to the public.	No	The key points and outcomes sought are not clear. The GDS cannot be read in one hour due to its length and level of detail.	The overall purpose, strategic outcomes and review processes are all unclear. This document is not user-friendly for readers.
The approach is to develop a system to share transport statistics, data and information between transport-related government departments to ensure transport in New Zealand produces value in the long term.	Yes, p. 3	The key points of this GDS are difficult to locate because the structure is confusing. The principles guiding the strategy are tough to follow.	The overall purpose is within this GDS but the layout is illogical and the GDS is long, making it difficult to find this information. Finding further information is a challenge. There is little evidence on review processes.
The approach is to establish a strategic direction for funding of Vote Research, Science and Technology, so that Māori resources and knowledge can be better utilised in planning.	No	The key points of the issue are explained well, as are the GDS's drafting and consultation process and context. However, this GDS needs to be clearer on the outcomes sought and more specific information on how they will be achieved; in particular, funding information should be provided. This GDS is integrated well with ministerial priorities.	The overall purpose is well-articulated, but the strategy's structure could be clearer. This GDS includes informative diagrams illustrating the relationship between agencies carrying out the strategy. There is no discussion of review processes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
97=	Yes, GDS077	Ministry of Foreign Affairs and Trade	External sector	Antarctic and Southern Ocean Science	Advancing New Zealand's interests through relevant high quality, collaborative Antarctic and Southern Ocean research. (p. 4)
97=	Yes, GDS088	Ministry of Health	Health sector	Medicines New Zealand	Medicines New Zealand provides the platform for a medicines system that: delivers equitable access to safe, quality medicines that are used in the most effective ways possible, is transparent, accessible and trusted by stakeholders, delivers affordable medicines that meet the needs of New Zealanders and is sustainable for New Zealand. (p. 1)
97=	Yes, GDS104	Ministry of Health	Health sector	Health Strategy 2016	Over the longer term, the Strategy's implementation will lead to a health system with a new way of working to support the health and wellbeing of New Zealanders. (p. 1)
97=	Yes, GDS106	Ministry of Health	Health sector	Strategy to Prevent and Minimise Gambling Harm	Government, the gambling sector, communities and families/whānau working together to prevent and minimise gambling harm, and to reduce related health inequities. (p. 12)
97=	Yes, GDS121	Ministry of Social Development	Social Services and Community sector	Social Housing Investment Strategy	For social housing to provide a strong platform from which people can achieve positive outcomes. (p. 4)
103	Yes, GDS122	Ministry of Social Development	Social Services and Community sector	Youth Investment Strategy	Our vision is to provide youth development opportunities that enable young people to acquire the skills and confidence they need to participate and contribute to the social and economic growth of New Zealand and its future. (p. 6).
104=	Yes, GDS010	Department of Corrections	Justice sector	Health and Safety Strategy 2016-2020	To empower everyone at Corrections to make safety a priority in everything they do. (p. 1)
104=	Yes, GDS093	Ministry of Health	Health sector	Suicide Prevention Action Plan	Reduce the rate of suicide and suicidal behaviour, and reduce the harmful effect and impact associated with suicide and suicidal behaviour on families, whānau, friends and communities. (p. 3)
106	Yes, GDS065	Ministry of Business, Innovation and Employment	Education and Workforce sector	Health and Safety at Work Strategy	Work must be healthy and safe for everyone in New Zealand. (p. 2)
107	Yes, GDS078	Ministry of Foreign Affairs and Trade	External sector	Our People Strategy	Our aspiration is for the Ministry to be a happy, healthy, and high-performing community, for all. (p. 6)
108	Yes, GDS138	State Services Commission	Finance and Government Administration sector	Leadership Strategy for the State Services	A positive shift in the brand of the State Services as an employer of choice for high performing and high potential people; increased bench strength with a choice of suitable candidates for senior leadership roles; greater diversity... Among State Services' leaders; targeted investment in training; an increase in technical... skills; flexibility to move high performers. (p. 8)
109	Yes, GDS123	Ministry of Social Development	Social Services and Community sector	Employment and Social Outcomes Investment Strategy	To maximise the impact of MSD's programmes and activities to achieve the best possible employment and social outcomes for people receiving, or who are likely to receive, a working-age benefit. (p. 7)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to develop a science research programme in the Antarctic Ocean by receiving guidance from bodies such as the Scientific Committee on Antarctic Research as to how government funding can enable researchers to meet their goals and deliver on government priorities.	No	The key points of the issue are explained. Each outcome sought is clear and has contributors specified. However, essential information on how these outcomes will be achieved is lacking.	The overall purpose and strategic outcomes are stated clearly, although more practical details are required. There is no discussion of review processes.
The approach is to build a platform which the agencies and stakeholders in the medicines system will use to ensure that funding and allocation of medicines is effective and cohesive.	Yes, p. 5	The key points of the issue are well set out, and the GDS explains how it is integrated with other relevant GDSs as well as its drafting history. There is sufficient information discussing the implementation of the outcomes sought. The structure of the GDS is confusing and difficult to follow however.	The overall purpose and strategic outcomes are not easy to understand, as there is a lack of context and clarity to the GDS. There is no discussion of review processes.
The approach is to ensure that all New Zealanders increase their health by focusing on being people-powered, delivering services closer to home, investing in smart systems, and encouraging high value performance.	No	The key points are clear, though only a basic understanding of these key points will be achieved. This GDS lacks supporting details, such as how the ministry will use resources to achieve desired outcomes and by what time frame.	The overall purpose is clear, including a very good 'Backing Progress' section on page 25. However, this GDS lacks detail and so only a basic understanding can be gained. Implementation of strategic outcomes also needs work.
The approach is to co-operate with the government, the gambling sector and communities to provide problem gambling support and services in order to minimise gambling harm and related health inequities.	No	The key points are well-explained. There is clear description of the strategy and implementation process, and information is given regarding short, medium and long-term priorities. Minimal information on review processes is included, however.	The overall purpose is clear and easily understandable for an uninformed member of the public. The GDS is very user-friendly and easy to understand. The strategic context and outcomes are easily accessible.
The approach is to identify the most effective interventions in social housing so that the Ministry can prioritise these investments and give users the best possible outcomes.	No	The key points of the issue are clear but minimal in review. This GDS contains a lot of contextual evidence; however, this dilutes the key information somewhat.	The overall purpose, strategic outcomes and review process are all clearly set out in the GDS. However, the context is quite dense, which does not make this GDS very user-friendly. It also lacks information on review processes.
The approach is to target research that delivers information needed to create policy which enhances young people's experience of New Zealand.	No	The key points are not articulated very well. The layout is overly complicated. More information is sought on implementation and review processes.	The overall purpose is understandable, but lacks specific detail. This GDS is not easy to navigate and is crowded in places. There is little information regarding review processes.
The approach is to partner with and create new agencies to equip New Zealand workers with the skills to create a positive safety and leadership culture.	No	The key points and actions are well-laid out and clear. However, this GDS lacks critical analysis and important details such as when and how its goals will be achieved, and with what funding. The document seems closer to an action plan than a GDS.	They would only have a basic understanding of the purpose and strategy. There is little detail and a lack of information regarding the review processes.
The approach is to continue implementing the initiatives contained in the New Zealand Suicide Prevention Plan 2008- 2012 and for the MoH to devise new initiatives which prevent suicide and support families affected by suicide.	No	The key points of the issue are not articulated very well. The outcomes sought are explained clearly; however, there is a lack of specific implementation information, such as details on funding and time frames. The GDS discusses its integration with wider government projects and its links to strategic predecessors.	The overall purpose is clear, but there is no discussion of review. The GDS is short, so understanding gained by reading it will be very shallow.
The approach is to make the workplace safer by focusing on co-operation to ensure workplaces are healthy and safe for those most at risk.	Yes, p. 3	The key points are unclear. Further detail is needed on implementation and how the outcomes sought will be achieved.	The overall purpose is clear but the GDS lacks detail on how it fits with the wider government work programme. The strategic outcomes are not discussed in enough depth to enable understanding of the issues and more detail on review processes are needed.
The approach is to support people at all stages of their career so that MFAT can strengthen its overall organisational capability.	No	The key points and the outcomes sought are clear and detailed. The approach is less clear, though implementation processes are discussed well. The GDS is laid out in an easy-to-follow manner, so finding relevant information is easy.	The overall purpose is clear and the strategic outcomes are well set out. This GDS is laid out in a user-friendly way but would benefit from more detail on the review processes.
The approach is to focus on developing talented people for leadership roles throughout the public sector.	No	The key points of the issue are explained well, and there is a clear discussion of the threats and opportunities arising within the focus area. The outcomes sought are outlined; however, the GDS does not clearly express how they will be achieved or during what time frame. The problem articulation in this GDS is good.	The overall purpose is understandable on a basic level, although the GDS's structure is confusing. The strategic outcomes are not explained well, and there is no discussion of review processes.
The approach is to prioritise key issues in order to better allocate resources to those working age beneficiaries to ensure best possible employment and social outcomes in the long run for both benefit recipients and the government.	No	The key points of the approach and implementation are clearly communicated. More discussion is needed on the review processes.	The overall purpose, approach and implementation are all clear. This GDS is user-friendly and can be read and understood in 30 minutes. There is good description on how the GDS works within the broader structure of the government's goals. However, more detail is required on review processes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
110=	Yes, GDS013	Department of Corrections	Justice sector	Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou – Women’s Strategy	Our Goal: to reduce re-offending by 25%. (p. 7)
110=	Yes, GDS050	Ministry for the Environment	Environment sector	Essential Freshwater (jointly held between MPI and MfE)	By 2020, new rules will be in place that will stop the degradation of New Zealand’s freshwater. In five years there will be a noticeable improvement in freshwater quality. (p. 6)
110=	Yes, GDS063	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Tourism Strategy 2016	Increase the economic contribution made by tourism at a national and regional level. (p. 2)
113	Yes, GDS083	Ministry of Health	Health sector	Sexual and Reproductive Health Strategy – Phase One	Good sexual and reproductive health for all New Zealanders. (p. 3)
114	Yes, GDS031	Ministry for Primary Industries	Primary sector	Harvest Strategy Standard for New Zealand Fisheries	Provide a consistent and transparent framework for setting fishery and stock targets and limits and associated fisheries management measures, so that there is a high probability of achieving targets, a very low probability of breaching limits, and acceptable manner. (p. 7)
115=	Yes, GDS034	Ministry for Primary Industries	Primary sector	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	This strategy and action plan establishes a whole-of-government pathway to enable the aquaculture sector to grow. (p. 1)
115=	Yes, GDS109	Ministry of Health	Health sector	Whāia Te Ao Mārama – The Māori Disability Strategy Action Plan	Tāngata whaikaha pursue a good life with support. (p. 3)
117=	Yes, GDS011	Department of Corrections	Justice sector	Change Lives Shape Futures: Investing in Better Mental Health for Offenders	Our Goal: to reduce re-offending by 25%. (p. 4)
117=	Yes, GDS147	The Treasury	Finance and Government Administration sector	He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position	Sustainable growth contributes to resilient long-term government finances and creates broader opportunities for individuals to raise their living standards. (p. 6)
119=	Yes, GDS041	Ministry for Primary Industries	Primary sector	Essential Freshwater (jointly held between MPI and MfE)	By 2020, new rules will be in place that will stop the degradation of New Zealand’s freshwater. In five years there will be a noticeable improvement in freshwater quality. (p. 6)
119=	Yes, GDS049	Ministry for the Environment	Environment sector	Our Science Strategy – Rautaki Pūtaiao	We have general science literacy with specialist capability in priority areas; we target our science investment and maximise its value through reuse; we communicate our science priorities and needs; we communicate our science effectively and meaningfully to our various audiences. (p. 9)
121	Yes, GDS141	Statistics New Zealand	Finance and Government Administration sector	2018 Census Strategy	To produce the best possible count of the population and dwellings and provide the count, along with other related statistical information, to customers through useful and accessible products and services. (p. 5)
122=	Yes, GDS012	Department of Corrections	Justice sector	Change Lives Shape Futures: Reducing Re-offending Among Māori	Our Goal: to reduce re-offending by 25%. (p. 5)
122=	Yes, GDS076	Ministry of Foreign Affairs and Trade	External sector	International Development Policy Statement	The mission of the New Zealand Aid Programme is to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world. (p. 2)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to implement a gender-responsive strategy based on women offenders' unique wellbeing needs in order to ensure their successful rehabilitation.	Yes, p. 7	The key points are clear, and the steps taken to achieve outcomes are discussed throughout. This GDS is easy to read and can easily be understood in one hour.	The overall purpose is clear throughout the document, and the strategic outcomes are discussed in detail. There is no information on review processes however. The document is short but detailed, and easy to read.
The approach is to work with a wide range of stakeholders to amend legislation and improve freshwater quality nationwide.	Yes, pp. 16-17	The key points are confusing in places, although the approach and implementation are described in detail. More information is required on the review processes.	The overall purpose is clear. More information is required in regards to the review processes and how the GDS aligns with the broader goals of the government. The GDS is clear and easy to read.
The approach is to ensure all regions benefit from tourism and increase visitor demand to New Zealand by attracting the right visitor mix and responding to visitor preferences.	Yes, p. 1	The key points are discussed, though this GDS does not indicate how outcomes will be achieved; nor does it contain any detail whatsoever about these outcomes.	The overall purpose is clear. However, this GDS is too brief and there is no explanations or any level of detail. No information on review processes.
The approach is to devise a framework detailing the specific sexual health needs of particular communities and to develop detailed action plans for the MoH, DHBs and other organisations based on this information.	No	The key points of the issue are communicated, along with the strategic context of the GDS as to how it fits into the New Zealand health and disability strategies. However, the outcomes sought are vague and there is no concrete information provided as to how they will be achieved.	The overall purpose is clear. The strategic outcomes are less clear but are still understandable. There is no discussion of review processes.
The approach is to better manage fisheries by outlining targets and limits to be set.	No	The key points of the issue are communicated in a basic way, with minimal context. How the outcomes sought will be achieved are not sufficiently explained, as this GDS lacks a vision and steps for implementation.	The overall purpose is understandable only on a basic level, as this GDS is technical and difficult to read. The strategic outcomes are not explained, and there is minimal information regarding review processes.
The approach is to coordinate a response across government to enable the primary sector to make the most of the aquaculture industry by ensuring the relevant departments (such as DoC, MPI, TPK and MfE) complete actions to improve investment and regulations in this area before 2016.	Yes, p. 3	The key points of the issue are outlined comprehensively, as well as how this GDS aligns with other MPI strategies. However, understanding how the outcomes sought will be achieved is restricted due to the lack of discussion regarding funding.	The overall purpose is understandable (particularly given its short length), and the table at the back (page 4) is highly informative as to the tangible outputs of the strategy. However, there is no discussion regarding the review processes.
The approach is to work with Tangata Whaikaha to ensure their needs are articulated and that they can continue to receive appropriate support and links to opportunities.	No	The key points and how the outcomes sought will be achieved is mentioned, but both elements are not discussed in enough detail to enable the public servant to gain a thorough understanding of the issues. The GDS could benefit from more detail and length.	The overall purpose is not clearly stated. The strategic outcomes are outlined fairly clearly but more detail is required for a reader to understand them fully. The GDS does not mention review processes.
The approach is to increase funding for measures that will support prisoners with mental health issues in order to improve the social conditions that lead to reoffending.	Yes, p. 3	The key points are not clearly written. However, how outcomes sought will be achieved is very clear. This GDS is easy to read and could be read in one hour.	The overall purpose is not stated directly but implied throughout. The strategic outcomes are discussed throughout but there is no information on review processes discussed.
The approach is to use a long-term scope to ensure that New Zealand's economy is grown in a way consistent with wellbeing principles.	No	The key points of the issue are hard to find due to the amount of material provided in the GDS and its lack of structure. It lacks information on how the outcomes will be achieved.	The overall purpose is fairly clear, though there is too much detail for a member of the public to understand this GDS in a short amount of time. There is no detail on strategic outcomes or review processes.
The approach is to work with a wide range of stakeholders to amend legislation and improve freshwater quality nationwide.	Yes, pp. 16-17	The key points are confusing in places, although the approach and implementation are described in detail. More information is required on the review processes.	The overall purpose is clear. More information is required in regards to the review processes and how the GDS aligns with the broader goals of the government. The GDS is clear and easy to read.
The approach is to make science data more easily accessible to both the public and other government departments to benefit all departments' knowledge needs.	Yes, p. 9	The key points are clear and there is sufficient detail on how outcomes sought will be achieved. The GDS is clearly laid out making accessing information easy.	The overall purpose is slightly vague but the strategic outcomes are clear. Review processes need more detail so they can be understood by members of the public.
The approach is to modernise the 2018 Census in order to achieve strategic goals related to improving its data quality and its usage for researchers and citizens.	No	The key points and how outcomes will be achieved are clearly laid out in Tables 1-7 of the GDS which is effective for the reader.	The overall purpose is not explicitly mentioned in this document and there is minimal discussion on review procedures. The structure of this GDS could be improved for members of the public to read.
The approach is to create specialised programmes and infrastructure sensitive to Māori prisoners to reduce the number of Māori in prison and lower the reoffending rate	Yes, p. 5	The key points are clear throughout and strategies to achieve outcomes sought are well-explained. This GDS is easy to read and could be read in one hour.	The overall purpose is easy to understand. However, there is no information on review processes.
The approach is to implement larger and longer-term aid programmes in developing countries, especially in the Pacific, in order to align with their needs; this will be done by partnership with NGOs and the governments of these countries.	No	The key points of the issue and context are explained well. However, the outcomes sought are broad and lack specific goals and details on how they will be achieved.	The overall purpose and strategic outcomes are not clear, despite there being a lot of explanatory information. There is no explicit discussion of review processes.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGuinness Institute.)
124=	Yes, GDS035	Ministry for Primary Industries	Primary sector	Animal Welfare Matters	We meet the needs of our animals and avoid causing unreasonable or unnecessary harm to animals through our activities; New Zealand's animal welfare practices add value to our exports and contribute to our reputation as a responsible agricultural provider. (p. 5)
124=	Yes, GDS038	Ministry for Primary Industries	Primary sector	Campylobacter Risk Management Strategy 2017	The number of human cases of foodborne campylobacteriosis reduced by 10% from 88.4 to 79.6 per 100,000 per head of population by the end of 2020. The number of broiler processing premises (standard throughout) with more than 30% of NMD carcass rise samples positive for Campylobacter reduced from 3 to 0 by the end of 2017. (p. 1)
126	Yes, GDS027	Land Information New Zealand	Primary sector	Crown Property Strategy	The power of where drives New Zealand's success - focuses on growing the value the organisation adds to New Zealand. (p. 2)
127	Yes, GDS112	Ministry of Housing and Urban Development	Social Services and Community sector	Public Housing Plan	This plan is the Government's response to the increasing demand for public housing across New Zealand over the next four years, between July 2018 and June 2022. (p. 2)
128	Yes, GDS074	Ministry of Education	Education and Workforce sector	International Student Wellbeing Strategy	International students are welcome, safe and well, enjoy a high quality education and are valued for their contribution to New Zealand. (p. 7).
129=	Yes, GDS004	Department of Conservation	Environment sector	National Education Strategy 2010-2030	Our aspirational goal is that by 2030 one million conservation kids are connecting with nature and restoring New Zealand's natural and historic heritage because they understand and value its contribution to their quality of life. (p. 2)
129=	Yes, GDS008	Department of Corrections	Justice sector	National Historic Heritage Strategy	To help Corrections and its property managers to manage places with heritage value and to take steps towards implementing the Government's Heritage Policy. (p. 2)
129=	Yes, GDS042	Ministry for Primary Industries	Primary sector	National Blue Cod Strategy	To work together to deliver abundant and sustainable blue cod fisheries for all. (p. 7)
129=	Yes, GDS126	Ministry of Transport	Economic Development and Infrastructure sector	National Airspace Policy	Help grow the economy and deliver greater prosperity, security and opportunities for all New Zealanders. (p. 1)
133	Yes, GDS144	Statistics New Zealand	Finance and Government Administration sector	Empowering Agencies to Use Data More Effectively	Agencies will: understand and manage data as a valuable strategic asset, to deliver more value; and keep pace with how data shapes the way government operates. (p. 2)
134	Yes, GDS132	Ministry of Transport	Economic Development and Infrastructure sector	Framework for Shaping Our Transport System	A transport system that improves wellbeing and liveability. (p. 3)
135	Yes, GDS136	Oranga Tamariki-Ministry for Children	Social Services and Community sector	Children's Action Plan	A plan to target vulnerable children who are at risk of harm now or in the future, [which] contains comprehensive solutions to complex problems. (p. 1)
136=	Yes, GDS057	Ministry of Business, Innovation and Employment	Education and Workforce sector	Refugee Settlement	Refugees are participating fully and integrated socially and economically as soon as possible so that they are living independently, undertaking the same responsibilities and exercising the same rights as other New Zealanders and have a strong sense of belonging to their own community and to New Zealand. (p. 3)
136=	Yes, GDS145	Statistics New Zealand	Finance and Government Administration sector	Data Strategy and Roadmap for New Zealand	The Strategy and Roadmap is intended to provide a shared direction and plan that organisations within and outside government can collectively work towards and align their efforts to generate maximum impact. (p. 3)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to improve the care of animals and thus New Zealand's reputation for integrity through better planning; improved animal husbandry; science and technology; clear expectations, sanctions and support and increased measurement of animal welfare performance.	Yes, p. 2	The key points and outcomes are detailed by this GDS. It also details how MPI intends to achieve its desired outcomes. A public servant would get a good level of understanding of the issue after an hour of reading this GDS.	The overall purpose is clear and an uninformed member of society would be able to get a good understanding of the purpose and strategic outcomes due to the GDS being user-friendly. However, there is no information on review processes.
The approach is to work to promote food safety throughout other national and international organisations in order to limit the national incidence of campylobacter.	No	The key points are discussed; however, there needs to be more detail. The outcomes and how they will be achieved are explained fairly well.	The overall purpose and strategic outcomes are clear but they need more detail. This GDS is brief but contains most important information and can be easily read and understood in 30 minutes.
The approach is to advise government departments on how to achieve the best value from the Crown Estate.	No	The key points of this GDS and how the outcomes sought will be achieved are written in great detail. However, this GDS may take longer than an hour to be read and fully understood.	The overall purpose is buried in the text and the GDS's structure makes it difficult to find information. There is not much detail on review processes.
The approach is to work with Housing New Zealand and community housing providers to identify effective funding models and options in order to supply social housing to decrease homelessness and protect the vulnerable.	Yes, p. 2	The key points are clear; however, the layout of the information is confusing. More detail on how outcomes would be achieved is required.	The overall purpose is understandable, though this GDS reads more like an investment plan than a strategic document. This GDS is long and therefore would not be easily read and understood in under 30 minutes.
The approach is to support international students by increasing their safety, both culturally and economically, to ensure they have a positive experience in New Zealand.	Yes, p. 9	The key points are not very clear and there is little detail on how the outcomes sought will be achieved.	The overall purpose is mentioned but not in great detail, and this prevents members of the public from understanding the GDS. There is no information concerning review processes. The GDS is set out in a user-friendly way and is easy to read in 30 minutes.
The approach is to target students under 20 years of age to improve their knowledge of conservation by 2030 so that they can practice sustainability in the future.	No	The key points of the GDS are unclear and there is little detail on how the outcomes sought will be achieved. The GDS does not contain enough information for a public servant to understand its implementation.	The overall purpose is clear but there is no detail on strategic outcomes, nor a clear review process. The GDS is brief and does not contain enough detail for someone to fully understand the key issues.
The approach is to provide a reference document for Corrections officials and property managers regarding heritage places and to devise a conservation plan so that the government's heritage policy can be enforced.	No	The key points of the issue are set out very well. The strategic outcomes sought are clear and detailed; however, there needs to be more discussion of implementation.	The overall purpose is understandable, though the GDS reads more like a set of guidelines than a strategy. Some of the terms used would mean little to an uninformed member of the public. There is no discussion of review processes to be undertaken.
The approach is to outline what is necessary in creating rules around blue cod fishing, so they are the same nationwide, to preserve the blue cod population.	Yes, pp. 7-8	The key points are not clear. The approach is well-stated, though there is a lack of strategic scoping and little detail surrounding implementation and review processes.	The overall purpose is clear; however, the other key points are less accessible.
The approach is to oversee the implementation of a policy framework which will deliver desired principles to the airspace industry.	No	The key points of the issue are clear; however, the ways in which the outcomes sought will be achieved are very vague.	The overall purpose and strategic outcomes are understandable at a basic level, although a member of the public may find this GDS overwhelming. There is minimal information on review processes.
The approach is to collaborate with other agencies to co-design new ways to use and manage data.	No	The key points and outcomes sought are clearly laid out however this information does not have much depth and would benefit from more detail. The structure is not clear.	The overall purpose and strategic outcomes are clearly laid out. The GDS is short and user-friendly but there is no information on review processes included.
The approach is to identify the best case scenario for integration of all modes of transport by critically assessing all options.	Yes, p. 3	The key points are not illustrated in great depth. This GDS is too brief to explain the approach or implementation with detail. There is a diagram which clarifies the outcomes sought.	The overall purpose and strategic outcomes are stated but not defined in detail. There is limited evidence of the review processes. The GDS would be improved with a more robust purpose.
The approach is to coordinate a flexible cross-agency set of objectives to be implemented over a five-year period, which will contribute to the reduction of negative child abuse and neglect statistics.	No	The key points of the issue are explained on a basic level, but they are not clear. The outcomes sought are vague, and not much useful information (other than timelines) is given as to how they will be achieved.	The overall purpose is not articulated well, although the timelines associated with the strategic outcomes are relatively clear. There is no information on review processes.
The approach is to work across government agencies, non-government organisations and refugee committees to ensure that refugee resettlement processes are improved, with a special focus on employment.	No	The key points of the issue and outcomes sought are well-communicated, and the GDS discusses its integration with the Business Growth Agenda. The 'measures of success' section is comprehensive, with detailed indicators given for each goal, and the action plan clearly explains how each of the outcomes sought will be achieved.	The overall purpose and strategic outcomes are clearly articulated. The review processes are made clear. There are very useful tables in the GDS. However, while the strategy states who will report on the strategy, when or how these reports will be made is unclear.
The approach is to focus on partnerships and improving technology to create better value from data for all New Zealanders.	No	The key points and implementation processes are both fairly unclear and require more detail. This GDS lacks essential information about review processes.	The overall purpose is unclear, due to the GDS being poorly structured. The GDS lacks detail and more information for all key points is required.

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	Vision statement (The end goal. This text is taken directly from the GDS document, and condensed where necessary by the McGinness Institute.)
138	Yes, GDS101	Ministry of Health	Health sector	Cancer Health Information Strategy	The vision of the Strategy is to enable the Cancer Plan, and to deliver comprehensive, accessible and accurate information to support the delivery of quality care across the cancer patient pathway. (p. 6)
139	Yes, GDS007	Department of Conservation	Environment sector	National Compliance Strategy	Our vision for New Zealand - 'the greatest living space on Earth', reflects an overall desire for social and economic well-being, environmental health, wealth and personal well-being... It recognises that conservation has more than intrinsic value... that conservation benefits all New Zealanders and is, therefore, everyone's responsibility. (p. 4)
140	Yes, GDS014	Department of Internal Affairs	Finance and Government Administration sector	Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 - Turning Knowledge into Value: Strategic Directions to 2030	Ka waihanga Te Puna Mātauranga o Aotearoa i te uara ahurea, ohanga hoki mō ngā tāngata katoa o Aotearoa mā ōna pūmanawa ārahi me te mahi tahi. Ka turakina ngā tauārai ki ngā mōhiotanga, he whakāu kei te whiwhi ngā tāngata o Aotearoa i ngā pūkenga waihanga mōhiotanga me te rokiroki mōhiotanga mō ngā reanga o muri mai. The National Library will create cultural and economic value for New Zealander through leadership and collaboration. We will remove barriers to knowledge, ensure New Zealander have the skills to create knowledge and preserve knowledge for future generations. (Inside cover)
141	Yes, GDS142	Statistics New Zealand	Finance and Government Administration sector	2018 Census Data Quality Management Strategy	The right emphasis [has been placed] on each of the dimensions of quality with the ultimate goal of ensuring output data that is 'fit for purpose' and has value from our customers' perspective. (p. 4)
142	Yes, GDS060	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Investment Attraction Strategy	International investment benefits New Zealand workers... International investment allows New Zealand firms to connect to the world... International investment brings capital, knowledge and skills to help New Zealand firms. (p. 2)
143	Yes, GDS018	Education Review Office	Education and Workforce sector	Pacific Strategy	Pacific learners will achieve a high level of education and success. (p. 1)
144	Yes, GDS040	Ministry for Primary Industries	Primary sector	Growing and Protecting New Zealand	New Zealand is the most trusted source of high value natural products in the world. (p. 1)
145	Yes, GDS033	Ministry for Primary Industries	Primary sector	Research and Science Information Standard for New Zealand Fisheries	Ensure the quality and integrity of research and science information, irrespective of the source of that information. Require research providers to meet sufficient standards for ensuring the quality of science information; ensure that peer review processes, the primary mechanism for ensuring the quality of science information, are effective and efficient. (p. 1)
146	Yes, GDS095	Ministry of Health	Health sector	Care Closer to Home	Identifying and treating health issues earlier; providing better support for patients discharged from hospital; delivering better community-based services. (p. 1)
147	Yes, GDS051	Ministry for the Environment	Environment sector	Shared Interests in Freshwater	Stopping further degradation and loss; reversing past damage; addressing water allocation issues. (p. 5)
148	Yes, GDS127	Ministry of Transport	Economic Development and Infrastructure sector	International Air Transport Policy	To grow the New Zealand economy to deliver greater prosperity, security and opportunities for all New Zealanders. (p. 1)

TABLE 1a: STRATEGIC CONTENT BY RANK (HIGHEST TO LOWEST)

Strategic approach (The means to the end goal. This text is generated by the McGuinness Institute.)	Does the GDS contain a strategy map (an illustration of the strategic approach)?	If a public servant new to the policy area had an hour to read this GDS, would they be able to understand the approach (element 4) and the implementation and review processes (element 5)?	If an uninformed member of the public had 30 minutes to read this GDS, would they be able to understand the purpose (element 3), the approach (element 4), the implementation and review processes (element 5) and how this approach fits with the broader goals of government (element 6)?
The approach is to align with the national Health IT plan in order to improve the quality, speed and service of relevant cancer information to patients.	Yes, p. 9	The key points are mentioned in this GDS, however it is lacking information on how the outcomes sought will be achieved, such as capabilities, funds and timelines.	The overall purpose is mentioned but could be articulated better. Responsibility for activities is mentioned. However there is no information regarding review processes.
The approach is to improve speed and efficiency when dealing with non-compliance complaints in order to preserve New Zealand's conservation.	No	The key points are not clearly stated in the GDS. There is not enough detail as to how the outcomes sought will be achieved.	The overall purpose is fairly clear, although it is not stated outright in the GDS. There is little detail on the strategic outcomes or how the strategy and its goals will be critically assessed.
The approach is to ensure the public can easily access, share and create knowledge and that preservation of this knowledge is supported.	No	The key points of the issue are not discussed and there is no information on how outcomes sought will be achieved. This GDS is too brief and does not have enough information to be useful.	The overall purpose is clear. However, there is no detail on strategic outcomes and review processes. The GDS is too brief to get an understanding of the issues.
The approach is to improve the data quality for the 2018 Census so the data is fit for purpose and gives value to New Zealanders and other customers.	No	The key points and strategic outcomes sought are clearly laid out in an easy to follow way	The overall purpose is well-explained. However, there is no information on review processes of the GDS's work programme.
The approach is to attract investment in New Zealand businesses by targeting overseas companies directly about research and development opportunities.	No	The key points are in this GDS; however it lacks crucial details and information on how outcomes would be achieved and when. Overall the detail in this GDS is insufficient.	The overall purpose and strategy outcomes are clear. However, there is no mention of a review process. This GDS lacks essential detail and context.
The approach is to review and change early education systems to better accommodate the learning needs of Pacific Peoples.	Yes, p. 2	The key points are minimal and there is not enough detail in the GDS to understand how the outcomes sought will be achieved.	The overall purpose is clear. However, there is little information on strategic outcomes and review processes. The GDS is too brief and does not contain enough information for a member of the public to understand the strategy.
The approach is to grow New Zealand's economy while also ensuring its biosecurity safety by focusing on seven different policy areas of action.	Yes, p. 1	The key points are very minimal in detail and there is no information on how the outcomes sought will be achieved.	The overall purpose is clear but there is very little supporting information. The review process is not mentioned at all.
The approach is to fulfil research responsibilities to Ministry, Research Purchasers and Research Providers in line with key principles of peer review, relevance, integrity, objectivity and reliability.	No	The key points are clear and it is easy to understand how Fisheries intends to achieve their desired outcomes. However, there is limited discussion on what the outcomes are and there is a lack of critical analysis and detail.	The key points and overall purpose are clear and easy to understand. However, the GDS is not user friendly, and a member of the public would struggle to find the relevant information, if at all. Strategic outcomes are basic and lack information and detail. There is no mention of any review processes.
The approach is to showcase real examples of how the prioritisation of health care in the home will affect New Zealanders' lives.	No	The key points of the issue are vaguely expressed, and there is no information provided as to what the exact outcomes sought are. There is no practical information detailing how the strategic outcomes will be achieved.	The overall purpose and strategic outcomes are not clear in this GDS. It contains minimal concrete information of use to the public, and there is no discussion of review processes.
The approach is to ensure Māori are consulted on freshwater policies before they are implemented so improvements also benefit Māori.	No	The key points are unclear. This GDS lacks depth and detail. The overall purpose, approach and review processes are all unclear. However, the GDS well-articulates who is implementing the GDS.	The overall purpose is vague. All other relevant information is unclear.
The approach is to seek opportunities for New Zealand and foreign airlines to better utilise resources in order to help connect New Zealand with the rest of the world.	No	The key points of this GDS are not substantially conveyed as this GDS is too brief. There is not enough detail on how outcomes sought will be achieved.	The overall purpose and key points do not contain any detail, due to the brevity of the GDS. Strategic outcomes and review processes are only briefly mentioned. There is not enough information in this GDS for an uninformed reader to gain a good understanding of it.

Table 1b: Detailed description and score by rank (highest to lowest)

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
1	Yes, GDS030	Ministry for Primary Industries	Primary sector	91	Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamarau	Page x	2007-2032 (300 months)	75	Crown only	Crown: Hon Jim Anderton Minister for Biosecurity	Fifth Labour Government	N/A	Ministry for Primary Industries	N/A
2	Yes, GDS092	Ministry of Health	Health sector	291	Rising to the Challenge – The Mental Health and Addiction Service Development Plan	Page ii	2012-2017 (60 months)	76	Crown and Chief Executive	Crown: Hon Peter Dunne, Associate Minister of Health Chief Executive: Kevin Woods, Director-General of Health	Fifth National Government	Moving Forward: The National Mental Health Plan for More and Better Services (1997) [and] Te Tāhuhu: Improving Mental Health (2005) [and] National Mental Health Information Strategy (2005) [and] Te Puāwaiwhero: The Second Māori Mental Health and Addiction National Strategic Framework (2008)	Ministry of Health	N/A
3	Yes, GDS070	Ministry of Education	Education and Workforce sector	219	Tau Mai Te Reo – The Māori Language in Education Strategy	Page 1	2013-2017 (48 months)	56	Not signed	Not signed	Fifth National Government	N/A	Ministry of Education	N/A
4=	Yes, GDS071	Ministry of Education	Education and Workforce sector	220	Ka Hikitia – Accelerating Success: The Māori Education Strategy	Page x	2013-2017 (48 months)	64	Not signed	Not signed	Fifth National Government	Ka Hikitia: Managing for Success – Māori Education Strategy (2008, updated 2009)	Ministry of Education	N/A
4=	Yes, GDS125	Ministry of Transport	Economic Development and Infrastructure sector	366	Safer Journeys: Road Safety Strategy 2010-2020	Not on GDS	2010-2020 (220 months)	48	Crown only	Crown: Hon Steven Joyce, Minister of Transport	Fifth National Government	Road Safety to 2010 (2003) [and] Driver Fatigue Strategy (2007)	Ministry of Transport	N/A
6	Yes, GDS056	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	173	Strategy to 2040 – He Kai Kei Aku Ringa	Page 1	2012-2040 (336 months)	20	Other (not Crown or department staff)	Other: Ngahiwi Tomoana, Māori Economic Development Panel Chair, Professor Greg Whittred, Māori Economic Development Panel Deputy Chair	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
7	Yes, GDS028	Ministry for Culture and Heritage	Social Services and Community sector	74	Cultural Sector Strategic Framework	Not on GDS	2014-2018 (48 months)	8	Not signed	Not signed	Fifth National Government	N/A	Ministry for Culture and Heritage	N/A
8	Yes, GDS108	Ministry of Health	Health sector	311	Faiva Ora 2016-2021 – National Pasifika Disability Plan	Page ii	2016-2021 (60 months)	28	Not signed	Not signed	Fifth National Government	Faiva Ora National Pasifika Disability Plan (2014)	Ministry of Health	N/A
9	Yes, GDS073	Ministry of Education	Education and Workforce sector	223	Nation of Curious Minds – He Whenua Hihiri I Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Page 2	2014-NK	52	Crown only	Crown: Hon Steven Joyce, Minister of Science and Innovation Hon Hekia Parata, Minister of Education	Fifth National Government	N/A	Jointly by Ministry of Education and Ministry of Business, Innovation and Employment	N/A
10	Yes, GDS062	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	183	National Statement of Science Investment	Page 1	2015-2025 (120 months)	66	Crown only	Crown: Hon Steven Joyce, Minister of Science and Innovation, page 1	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
11	Yes, GDS067	Ministry of Defence	External sector	193	Defence White Paper 2016	Page 3	2016-NK	86	Crown only	Crown: Rt Hon John Key, Prime Minister, page 5, Hon Gerry Brownlee, Minister of Defence, page 7	Fifth National Government	Defence White Paper (2010)	Ministry of Defence	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
4	3.5	7	14.5	4	3	4	3	14	8	4	4	16	4	3.5	2.5	2	12	4	4	3	2.5	13.5	2	0	1	0	3	73
3	4	6.5	13.5	4	3.5	2	3	12.5	6.5	3.5	3	13	3.5	3	3	0	9.5	3.5	3.5	4	0	11	2	4	3	2	11	70.5
4	1.5	6.5	12	3.5	4	4	4	15.5	6	3.5	3	12.5	4	1.5	2	1	8.5	2.5	1.5	2	0	6	3.5	4	4	4	15.5	70
4	1.5	7	12.5	3.5	1.5	2.5	0.5	8	8	3.5	4	15.5	3.5	2	0.5	1.5	7.5	2	3.5	3	0.5	9	4	4	4	4	16	68.5
3	3.5	6.5	13	3	2.5	3	3	11.5	7.5	3	3	13.5	3.5	2	1.5	2.5	9.5	2	3	3	0.5	8.5	2.5	2	4	4	12.5	68.5
4	4	5	13	3	3.5	0.5	1	8	6.5	2.5	3.5	12.5	3.5	4	0	1	8.5	3.5	4	3	0	10.5	2	4	4	4	14	66.5
3.5	2	8	13.5	3	2.5	2	2	9.5	7	2	2	11	3.5	3	3	1.5	11	2.5	2.5	2	2	9	0	4	4	4	12	66
3	3	8	14	4	4	0.5	0.5	9	3	4	4	11	4	3	2	0.5	9.5	3	4	3.5	0	10.5	2.5	2	3	4	11.5	65.5
3	1	6.5	10.5	3.5	2	2	0.5	8	7	4	4	15	4	1	2.5	4	11.5	3.5	2.5	2.5	3	11.5	2	0	2	4	8	64.5
3.5	0.5	5.5	9.5	3.5	2	3	3	11.5	8	1.5	3.5	13	4	1	1.5	0	6.5	4	3	3.5	1	11.5	4	2	4	2	12	64
3.5	4	7	14.5	4	4	3	3	14	5	1.5	2	8.5	2	1	2	0	5	3	1	2	0.5	6.5	2.5	4	4	4	14.5	63

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as 'Transferred from')	Transferred to
12=	Yes, GDS043	Ministry for the Environment	Environment sector	135	Urban Design Protocol	Page x	2005-NK	40	Crown only	Crown: Hon Marian Hobbs, Minister With Responsibility for Urban Affairs, Minister for the Environment	Fifth Labour Government	N/A	Ministry for the Environment	N/A
12=	Yes, GDS046	Ministry for the Environment	Environment sector	141	Clean Healthy Air for All New Zealanders	Page ii	2011-NK	68	Crown only	Crown: Hon Dr Nick Smith, Minister for the Environment	Fifth National Government	N/A	Ministry for the Environment	N/A
12=	Yes, GDS137	Oranga Tamariki - Ministry for Children	Social Services and Community sector	388	Youth Justice Work Programme (previously called Youth Crime Action Plan)	Page 66	2013-2023 (120 months)	72	Crown only	Crown: Hon Chester Borrows, Associate Minister of Justice, Associate Minister of Social Development	Fifth National Government	Youth Offending Strategy (2002)	Ministry of Justice	Oranga Tamariki - Ministry for Children (in 2017)
15	Yes, GDS094	Ministry of Health	Health sector	294	National Health IT Plan Update	Page ii	2013-2019 (72 months)	36	Other (not Crown or department staff)	Other: Dr Murray Milner, Chair, National Health IT Board	Fifth National Government	National Health IT Plan (2010) [and] Health Information Strategy (2005)	Ministry of Health	N/A
16	Yes, GDS061	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	181	Pacific Economic Strategy	Page 22	2015-2021 (72 months)	24	Chief Executive only	Chief Executive: David Smol, Chief Executive, page 3	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
17	Yes, GDS140	Statistics New Zealand	Finance and Government Administration sector	396	Transforming the New Zealand Census of Population and Dwellings	Page 2	2012-2030 (216 months)	46	Not signed	Not signed	Fifth National Government	N/A	Statistics New Zealand	N/A
18	Yes, GDS059	Ministry of Business, Innovation and Employment	Education and Workforce sector	178	Nation of Curious Minds - He Whenua Hihiri i Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Page 2	2014-NK	52	Crown only	Crown: Hon Steven Joyce, Minister of Science and Innovation Hon Hekia Parata, Minister of Education	Fifth National Government	N/A	Jointly by Ministry of Business, Innovation and Employment and Ministry of Education	N/A
19	Yes, GDS133	Ministry of Transport	Economic Development and Infrastructure sector	380	Government Policy Statement on Land Transport	Page x	2018-2027 (108 months)	68	Crown only	Crown: Hon Phil Twyford, Minister of Transport, page 2 and 3	Sixth Labour Government	Government Policy Statement on Land Transport (2014)	Ministry of Transport	N/A
20	Yes, GDS128	Ministry of Transport	Economic Development and Infrastructure sector	374	Intelligent Transport Systems Technology Action Plan	Page x	2014-2018 (48 months)	36	Crown only	Crown: Hon Gerry Brownlee, Minister of Transport	Fifth National Government	N/A	Ministry of Transport	N/A
21	Yes, GDS079	Ministry of Foreign Affairs and Trade	External sector	244	Diversity and Inclusion Strategy 2018-2028	Not on GDS	2018-2028 (120 months)	41	Chief Executive only	Chief Executive: Brook Barrington, Chief Executive, page 2	Sixth Labour Government	N/A	Ministry of Foreign Affairs and Trade	N/A
22=	Yes, GDS005	Department of Conservation	Environment sector	14	Information Systems Strategic Plan	Page 45	2015-2019 (48 months)	46	Chief Executive and other department staff	Chief Executive: Lou Sanson, Director-General, page 4 Other: Ashley Mudford, Chief Information Officer, page 5	Fifth National Government	N/A	Department of Conservation	N/A
22=	Yes, GDS039	Ministry for Primary Industries	Primary sector	121	Primary Sector Science Roadmap - Te Ao Tūroa	Page x	2017-2037 (240 months)	60	Crown only	Crown: Hon Nathan Guy, Minister for Primary Industries, page 3, Hon Paul Goldsmith, Minister of Science and Innovation, page 3	Fifth National Government	N/A	Ministry for Primary Industries	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
4	4	5	13	3	4	0.5	1	8.5	7	3.5	1.5	12	3	2	3.5	0	8.5	3.5	3.5	3.5	3	13.5	3	2	0	2	7	62.5
1.5	4	8	13.5	2	1.5	0	0.5	4	6	4	3.5	13.5	2.5	3.5	2	1.5	9.5	4	4	3.5	3	14.5	3.5	2	0	2	7.5	62.5
3.5	3.5	7	14	3.5	2	0	0.5	6	7	4	4	15	4	2.5	3	0.5	10	4	0.5	3	0	7.5	3.5	2	2.5	2	10	62.5
3	3.5	5.5	12	3.5	3	4	4	14.5	6.5	2	3.5	12	4	2.5	3	0	9.5	3.5	0.5	1	1	6	2	2	2	2	8	62
3	3	7.5	13.5	3	1	0.5	1	5.5	7	3	2	12	4	0.5	3.5	0	8	4	3	2	1	10	2.5	2	4	4	12.5	61.5
3.5	3.5	6.5	13.5	3	4	3	4	14	4	3.5	3.5	11	3	4	3	3	13	1	1	1	0	3	2.5	2	0	2	6.5	61
3	1	6.5	10.5	3.5	2	2	0.5	8	7	4	4	15	4	1	2.5	4	11.5	3.5	2.5	2.5	3	11.5	2	0	0	2	4	60.5
3	1	5.5	9.5	3	0	3.5	2.25	8.75	5.5	3	3.5	12	3.5	3.5	1	1	9	0.5	1	3.5	3.5	8.5	0	4	4	4	12	59.75
3	3.5	5	11.5	3.5	3.5	0	1	8	7	3	4	14	4	2	1.5	0	7.5	3.5	1.5	1.5	3	9.5	4	0	4	0	8	58.5
4	0	4	8	2.75	2	0	0.25	5	6.5	2.5	4	13	3.5	3.5	1	0	8	2	2	4	0	8	4	4	4	4	16	58
3.5	1	4	8.5	3.5	3.5	0	0	7	6.5	1	3.5	11	3.5	2	1	0.5	7	4	4	3.5	2.5	14	2	2	4	2	10	57.5
4	2.75	7	13.75	2	1	4	0	7	4	2.5	1.5	8	1	3	1.5	2.5	8	3	3.75	2	1	9.75	2	4	3	2	11	57.5

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
24=	Yes, GDS111	Ministry of Health	Health sector	314	Mental Health and Addiction Workforce Action Plan	Page ii	2017-2021 (48 months)	52	Department staff (other than CE) only	Other: Dr John Crawshaw, Director of Mental Health and Chief Advisor, page iii, Stephen Barclay, Chief People and Transformation Officer, page iii	Sixth Labour Government	N/A	Ministry of Health	N/A
24=	Yes, GDS117	Ministry of Social Development	Social Services and Community sector	339	Youth Development Strategy Aotearoa	Page 1	2002-NK	52	Crown only	Crown: Hon Laila Harre, Minister of Youth Affairs, Hon Steve Maharey, Minister of Social Services and Employment	Fifth Labour Government	N/A	Ministry of Social Development	N/A
26=	Yes, GDS001	Department of Conservation	Environment sector	1	Biodiversity Strategy	Page i	2000-NK	149	Crown only	Crown: Rt Hon Helen Clark, Prime Minister	Fifth Labour Government	N/A	Department of Conservation	N/A
26=	Yes, GDS087	Ministry of Health	Health sector	274	Suicide Prevention Strategy	Page ii	2006-2016 (120 months)	36	Crown only	Crown: Hon Jim Anderton, Associate Minister of Health	Fifth Labour Government	In Our Hands: Youth Suicide Prevention Strategy (MMD, 1998)	Ministry of Health	N/A
28	Yes, GDS120	Ministry of Social Development	Social Services and Community sector	352	Disability Strategy 2016 (jointly held between MSD and MoH)	Page 2	2016-2026 (120 months)	52	Crown only	Crown: Hon Nicky Wagner, Minister for Disability Issues	Fifth National Government	Disability Strategy 2001	Jointly by Ministry of Social Development and Ministry of Health	N/A
29	Yes, GDS107	Ministry of Health	Health sector	310	Disability Strategy 2016 (jointly held between MSD and MoH)	Page 2	2016-2026 (120 months)	52	Crown only	Crown: Hon Nicky Wagner, Minister for Disability Issues	Fifth National Government	Disability Strategy 2001	Jointly by Ministry of Health and Ministry of Social Development	N/A
30=	Yes, GDS006	Department of Conservation	Environment sector	15	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Page 33	2017-2021 (48 months)	36	Crown only	Crown: Hon Nicky Wagner, Associate Minister of Conservation, page 1, Hon Dr Nick Smith, Minister for the Environment, page 1	Fifth National Government	N/A	Jointly by Department of Conservation and Ministry for the Environment	N/A
30=	Yes, GDS134	New Zealand Customs Service	External sector	384	Customs 2020	Page 1	2015-2020 (60 months)	46	Chief Executive only	Chief Executive: Carolyn Tremain, Comptroller, page 2	Fifth National Government	Towards Customs 2020 (2013)	New Zealand Customs Service	N/A
32=	Yes, GDS044	Ministry for the Environment	Environment sector	137	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	Page x	2006-NK	85	Crown only	Crown: Hon David Benson-Pope, Minister for the Environment	Fifth Labour Government	N/A	Ministry for the Environment	N/A
32=	Yes, GDS096	Ministry of Health	Health sector	299	'Ala Mo'ui – Pathways to Pacific Health and Wellbeing	Page ii	2014-2018 (48 months)	40	Crown and department staff (other than CE)	Crown: Hon Tariana Turia, Associate Minister of Health Other: Hilda Fa'asalele, Chief Advisor, Pacific Health, Ministry of Health	Fifth National Government	'Ala Mo'ui: Pathways to Pacific Health and Wellbeing (2010)	Ministry of Health	N/A
34	Yes, GDS068	Ministry of Defence	External sector	194	Strategic Defence Policy Statement	Page 2	2018-NK			40	Crown only	Crown: Hon Ron Mark, Minister of Defence, page 3		Sixth Labour Government

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
3	4	7.5	14.5	3.5	3.5	0	0.5	7.5	6.5	3	3.5	13	4	3.5	0	0.5	8	0	4	2	0	6	2	2	2	2	8	57
3.5	3.5	7	14	3	1	1	1	6	5.5	4	1.5	11	3	4	2	0	9	4	2.5	2.5	0	9	2	2	2	2	8	57
3	4	7	14	3	3.5	0.5	0.5	7.5	6.5	3	3	12.5	3.5	2	1	0	6.5	3.5	0.5	0.5	0.5	5	3	0	4	4	11	56.5
2	4	7.5	13.5	3.5	2.5	0	0	6	5	3	1.5	9.5	3	2	2	0.5	7.5	3	4	4	0	11	3	4	2	0	9	56.5
1	3	5	9	1	1.5	0	0.5	3	6	3.5	3.75	13.25	4	1	0	0.5	5.5	2	4	3.5	1.5	11	2.5	4	4	4	14.5	56.25
1	3	5	9	1	1.5	0	0.5	3	6	3.5	3.75	13.25	4	1	0	0.5	5.5	2	4	3.5	1.5	11	2.5	4	3.5	4	14	55.75
2.5	0.5	7	10	3.5	2.5	0	0	6	5	2.5	2.5	10	3	2	0.5	0.5	6	0.5	4	3	2	9.5	2	4	4	4	14	55.5
4	2	6	12	2	1	0.5	1	4.5	8	3	4	15	4	0.5	1	0	5.5	3.5	0	0	0	3.5	3	4	4	4	15	55.5
3	3	6	12	4	0.5	4	4	12.5	5.5	2	2.5	10	3.5	2	1.5	0.5	7.5	4	2	2	0.5	8.5	4	0	0	0	4	54.5
2.5	2	6.5	11	3	1	0.5	1	5.5	5	4	4	13	4	2	2	1	9	3.5	1	0.5	0	5	4	2	3	2	11	54.5
3	4	7	14	3.5	3.5	0	1	8	6	2	0.75	8.75	3.5	0.5	1	1	6	1	0.5	0.5	4	6	3.5	4	0	4	11.5	54.25

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
35=	Yes, GDS069	Ministry of Education	Education and Workforce sector	218	Pasifika Education Plan	Not on GDS	2013-2017 (48 months)	14	Crown, Chief Executives and other	Crown: Hon Hekia Parata, Minister of Education, Hon Steven Joyce, Minister for Tertiary Education, Skills and Employment Chief Executive; Lesley Longstone, Secretary for Education, Ministry of Education, Other: Pauline Winter, Chief Executive, Ministry of Pacific Island Affairs, Dr Graham Stoop, Chief Review Officer & 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	Fifth National Government	Pasifika Education Plan (2009)	Ministry of Education	N/A
35=	Yes, GDS084	Ministry of Health	Health sector	259	Health of Older People Strategy	Not on GDS	2002-NK	86	Not signed	Not signed	Fifth Labour Government	N/A	Ministry of Health	N/A
37	Yes, GDS026	Land Information New Zealand	Primary sector	69	Outcomes Framework	Not on GDS	2017-2027 (120 months)	22	Not signed	Not signed	Sixth Labour Government	Strategic Plan (2015)	Land Information New Zealand	N/A
38=	Yes, GDS019	Government Communications Security Bureau	Finance and Government Administration sector	53	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	Not on GDS	2017-2020 (36 months)	44	Chief Executives only	Chief Executive: Andrew Hampton, Director-General of the Government Communications Security Bureau, page 4, Rebecca Kitteridge, Director-General of the New Zealand Security Intelligence Service, page 4	Sixth Labour Government	N/A	Jointly by Government Communications Security Bureau and New Zealand Security Intelligence Service	
38=	Yes, GDS022	Land Information New Zealand	Primary sector	64	Cadastre 2034	Not on GDS	2014-2034 (240 months)	44	Department staff (other than CE) only	Other: Don Grant, Surveyor-General	Fifth National Government	N/A	Land Information New Zealand	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
3	0	3	6	3.5	3.5	0	0	7	6	3.5	3.5	13	4	4	3	0	11	3	1	1	0	5	2	4	2	4	12	54
1	3.5	7	11.5	2.5	3.5	0	0	6	6	4	3	13	3.5	0	1	0.5	5	4	3	3	0	10	2.5	2	2	2	8.5	54
1	4	7.5	12.5	2	2.5	0.5	0	5	4.75	2	2	8.75	3	3	1	1.5	8.5	1	0	2.5	0	3.5	3.5	4	4	4	15.5	53.75
3	1.5	7	11.5	2	3	0.5	0.5	6	5	2.5	4	11.5	4	1	1	1	7	0.5	2	4	1	7.5	1	2.5	2.5	4	10	53.5
3.5	2	7	12.5	3	4	2.5	3.5	13	6	3	1	10	3.5	1	2.5	1	8	3.5	1	1	1	6.5	1.5	2	0	0	3.5	53.5

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
38=	Yes, GDS146	The Treasury	Finance and Government Administration sector	410	Thirty Year New Zealand Infrastructure Plan	Page x	2015-2045 (360 months)	86	Crown and other (not Crown or department staff)	Crown: Hon Bill English, Minister of Finance Other: Lindsay Crossen, Chair, National Infrastructure Advisory Board	Fifth National Government	N/A	The Treasury	N/A
41=	Yes, GDS129	Ministry of Transport	Economic Development and Infrastructure sector	376	Safer Journeys: Action Plan 2016-2020	Page 26	2016-2020 (48 months)	28	Other (not Crown or department staff)	Other: Martin Matthews, Convenor of the National Road Safety Committee, page 2	Fifth National Government	Safer Journeys Action Plan (2013)	Ministry of Transport	N/A
41=	Yes, GDS131	Ministry of Transport	Economic Development and Infrastructure sector	378	Transport Research Strategy	Page x	2016-2020 (48 months)	32	Crown and Chief Executive	Crown: Hon Craig Foss, Associate Minister of Transport, page 1 Chief Executive: Peter Mersi, Secretary for Transport, Chief Executive - Ministry of Transport, page 2	Fifth National Government	Transport Research Strategy (2007)	Ministry of Transport	N/A
43=	Yes, GDS020	Inland Revenue Department	Finance and Government Administration sector	54	Our Corporate Strategy	Page 1	2016-NK	54	Not signed	Not signed	Fifth National Government	N/A	Inland Revenue Department	N/A
43=	Yes, GDS099	Ministry of Health	Health sector	302	Disability Support Services Strategic Plan	Page ii	2014-2018 (48 months)	22	Not signed	Not signed	Fifth National Government	Disability Support Services Strategic Plan (2012)	Ministry of Health	N/A
43=	Yes, GDS110	Ministry of Health	Health sector	313	Where I Live; How I Live - Disability Support Services Community Residential Support Services Strategy	Page ii	2018-2020 (24 months)	34	Crown only	Crown: Hon Julie Anne Genter, Associate Minister of Health, page iii	Sixth Labour Government	N/A	Ministry of Health	N/A
43=	Yes, GDS114	Ministry of Māori Development [known as Te Puni Kōkiri]	Māori Affairs sector	331	Te Rautaki Reo Māori - Māori Language Strategy 2014	Page 6	2014-NK	13	Not signed	Not signed	Fifth National Government	Te Rautaki Reo Māori: The Māori Language Strategy (2003)	Ministry of Māori Development [known as Te Puni Kōkiri]	N/A
47=	Yes, GDS037	Ministry for Primary Industries	Primary sector	119	Biosecurity 2025 Direction Statement	Page 1	2016-2025 (108 months)	32	Crown only	Crown: Hon Nathan Guy, Minister for Primary Industries, page 2	Fifth National Government	N/A	Ministry for Primary Industries	N/A
47=	Yes, GDS066	Ministry of Defence	External sector	192	Defence Capability Plan 2014	Page 2	2014-NK	44	Crown, Chief Executive and other department staff	Crown: Hon Dr Jonathan Coleman, Minister of Defence Chief Executive: Helene Quilter, Secretary of Defence Other: T J Keating, MNZM, Lieutent General Chief of Defence Force	Fifth National Government	N/A	Ministry of Defence	N/A
49	Yes, GDS047	Ministry for the Environment	Environment sector	145	Hitting the Mark - Our Strategic Plan to 2045	Page 1	2015-2045 (360 months)	34	Chief Executive only	Chief Executive: Vicky Robertson, Chief Executive and Secretary for the Environment, page 3	Fifth National Government	N/A	Ministry for the Environment	N/A
50=	Yes, GDS016	Department of the Prime Minister and Cabinet	Finance and Government Administration sector	47	National Civil Defence Emergency Management Strategy	Page x	2007-NK	20	Crown only	Crown: Hon Rick Barker, Minister of Civil Defence	Fifth Labour Government	National Civil Defence Emergency Management Strategy (2004)	Department of Internal Affairs	Department of the Prime Minister and Cabinet (in 2014)

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
3	2	6.5	11.5	3	1	3	1	8	7	3	3	13	4	1	0	0	5	1.5	0	3.5	0	5	3	0	4	4	11	53.5
4	4	8	16	3	2.5	1.5	1.5	8.5	7	0.5	3	10.5	3	0	1	0	4	4	2	1	0	7	3	0	4	0	7	53
2.5	1.5	4.5	8.5	2.5	3.5	0.5	2	8.5	5	1.5	3	9.5	4	3.5	2	0.5	10	2	2	4	3.5	11.5	1	0	4	0	5	53
3	3	4	10	2.5	1	0	0	3.5	6.75	2	3	11.75	4	3.5	1	2.75	11.25	1	2	1	0	4	0	4	4	4	12	52.5
2	1	6.5	9.5	2.5	1.5	1.5	1	6.5	5.5	4	2	11.5	3.5	3	1.5	1	9	2.5	1.5	1.5	0.5	6	3.5	2	2.5	2	10	52.5
3.5	3.5	4	11	3	3	3	1	10	7.5	3.5	2	13	3.5	1	0.5	0	5	0.5	0	1	0	1.5	3	2	3	4	12	52.5
3	0	3	6	2	1	0.5	0.5	4	4	2	2	8	3.5	0.5	2	0.5	6.5	3	4	4	2	13	3	4	4	4	15	52.5
3.5	3	4.5	11	4	0.5	0.5	0	5	6	1	1.5	8.5	3.5	3	0.5	0	7	1	1	2	4	8	1.5	4	3	4	12.5	52
2	2.5	6.5	11	3.5	4	2.5	4	14	3	1.5	3	7.5	0	0	0	0.5	0.5	3	0	0.5	0.5	4	3	4	4	4	15	52
3	1.5	6.75	11.25	3	4	0	0.5	7.5	7	2.5	3	12.5	2.5	0	2	0.5	5	4	3	1	0	8	1.5	2	2	2	7.5	51.75
1	3	8	12	3	4	0	0	7	4.5	3.5	2.5	10.5	4	3	2	0	9	4	0.5	0	0	4.5	2.5	2	2	2	8.5	51.5

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
50=	Yes, GDS124	Ministry of Social Development	Social Services and Community sector	356	Sign Language Strategy	Page x	2018-2023 (60 months)	27	Crown only	Crown: Hon Carmel Sepuloni, Minister for Disability Issues, Page 3	Sixth Labour Government	N/A	Ministry of Social Development	N/A
52	Yes, GDS139	State Services Commission	Finance and Government Administration sector	393	Open Government Partnership	Page 1	2016-2018 (24 months)	22	Chief Executive only	Chief Executive: Peter Hughes CNZM, State Services Commissioner, page 5	Fifth National Government	N/A	State Services Commission	N/A
53=	Yes, GDS090	Ministry of Health	Health sector	288	National Plan for Child Cancer Services in New Zealand	Page ii	2011-NK	56	Not signed	Not signed	Fifth National Government	N/A	Ministry of Health	N/A
53=	Yes, GDS118	Ministry of Social Development	Social Services and Community sector	349	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa	Page x	2014-2018 (48 months)	32	Crown only	Crown: Hon Jo Goodhew, Minister for Senior Citizens	Fifth National Government	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa (2008)	Ministry of Social Development	N/A
55	Yes, GDS100	Ministry of Health	Health sector	303	Implementing Medicines New Zealand	Page i	2015-2020 (60 months)	20	Crown only	Crown: Hon Peter Dunne, Associate Minister of Health	Fifth National Government	N/A	Ministry of Health	N/A
56	Yes, GDS064	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	185	Energy Efficiency and Conservation Strategy 2017-2022	Page x	2017-2022 (60 months)	28	Crown only	Crown: Hon Judith Collins, Minister of Energy and Resources, page 1	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
57=	Yes, GDS009	Department of Corrections	Justice sector	31	Our Drug and Alcohol Strategy Through to 2020	Page ii	2016-2020 (48 months)	18	Crown and Chief Executive	Crown: Hon Judith Collins, Minister of Corrections, page iii Chief Executive: Ray Smith, Chief Executive, page iv	Fifth National Government	N/A	Department of Corrections	N/A
57=	Yes, GDS036	Ministry for Primary Industries	Primary sector	118	Science Strategy – Rautaki Putaiaio	Page x	2015-2020 (60 months)	34	Chief Executive and other department staff	Chief Executive: Martyn Dunne, Director-General, page 3, Other: Ian Ferguson, Departmental Science Advisor, page 4	Fifth National Government	N/A	Ministry for Primary Industries	N/A
59=	Yes, GDS003	Department of Conservation	Environment sector	9	Hector's and Maui's Dolphin Threat Management Plan	Page 1	2007-NK	298	Not signed	Not signed	Fifth Labour Government	N/A	Department of Conservation	N/A
59=	Yes, GDS103	Ministry of Health	Health sector	306	Living Well with Diabetes	Page ii	2015-2020 (60 months)	40	Crown only	Crown: Hon Dr Jonathan Coleman, Minister of Health, page iii	Fifth National Government	N/A	Ministry of Health	N/A
59=	Yes, GDS135	New Zealand Security Intelligence Service	Finance and Government Administration sector	385	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	Not on GDS	2017-2020 (36 months)	44	Chief Executives only	Chief Executive: Andrew Hampton, Director-General of the Government Communications Security Bureau, page 4, Rebecca Ketteridge, Director-General of the New Zealand Security Intelligence Service, page 4	Sixth Labour Government	N/A	Jointly New Zealand Security Intelligence Service and Government Communications Security Bureau (GCSB)	N/A
62=	Yes, GDS017	Department of the Prime Minister and Cabinet	Finance and Government Administration sector	51	Cyber Security Strategy 2015	Not on GDS	2015-NK	36	Crown only	Crown: Hon Amy Adams, Minister for Communications, page 2	Fifth National Government	Cyber Security Strategy (2011)	Department of the Prime Minister and Cabinet	
62=	Yes, GDS089	Ministry of Health	Health sector	280	Ambulance Service Strategy	Page 1	2009-2020 (132 months)	14	Department staff (other than CE) only	Other: Mark Woodard, Group Manager	Fifth National Government	N/A	Ministry of Health	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
2	1	5.5	8.5	3	3.5	3.5	1.5	11.5	5.5	2	3	10.5	2	0.5	0.5	0	3	3.5	2	2.5	4	12	4	0	0	2	6	51.5
1.5	0	5.25	6.75	3	1.5	0.5	0	5	6	2	4	12	4	0	0.5	0	4.5	4	2	3	0	9	4	4	2	4	14	51.25
1	3	7	11	3.5	2	3	0	8.5	8	3	3.5	14.5	3	3	3.5	1	10.5	0.5	2	1	0	3.5	2	0	1	0	3	51
2	3	6.5	11.5	3	1	0.5	0.5	5	6.5	4	3	13.5	4	2	1	2	9	3	3.5	3	1.5	11	1	0	0	0	1	51
3	2.5	7	12.5	2.5	2	1.5	1.5	7.5	6	3.5	1	10.5	3.5	3	2	1.5	10	3	1.5	1.5	0.5	6.5	2.5	0	1	0	3.5	50.5
3.75	3.5	7.5	14.75	4	3	0	1	8	4	2	4	10	3	3	1	0	7	0.5	2	3	0	5.5	1	2	2	0	5	50.25
2.5	0.5	6	9	4	1	2.5	1	8.5	6.5	4	2	12.5	3.5	0.5	1	0.5	5.5	2	0.5	0	0	2.5	3	2	3	4	12	50
3	3	3	9	4	2.5	4	0	10.5	7	0	3.5	10.5	3.5	0	1.5	2	7	2.5	2	2.5	1	8	2	2	1	0	5	50
1.5	4	7.5	13	4	4	0.5	1	9.5	5.5	3.5	2.5	11.5	2.5	3.5	1	1	8	2.5	1.5	1	0	5	0.5	0	0	2	2.5	49.5
1	3	8	12	2	2	1	0	5	7	1.5	4	12.5	3	0	1	1	5	2.5	1	0.5	0	4	0	4	3	4	11	49.5
3	1.5	7	11.5	2	3	0.5	0.5	6	5	2.5	4	11.5	4	1	1	1	7	0.5	2	4	1	7.5	1	1.5	1.5	2	6	49.5
4	3.5	4	11.5	1.5	1.5	0.5	0.5	4	7	4	1	12	3.5	0.5	1.5	0	5.5	1.5	1	0	0	2.5	1.5	4	4	4	13.5	49
3	4	7.5	14.5	3.5	3	3	3	12.5	4	2.5	3	9.5	3.5	0	0	0	3.5	3	0	0	0	3	0.5	2	1.5	2	6	49

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
62=	Yes, GDS116	Ministry of Social Development	Social Services and Community sector	336	Positive Ageing Strategy	Page 1	2001-NK	24	Crown only	Crown: Hon Lianne Dalziel, Minister for Senior Citizens, page 3	Fifth Labour Government	N/A	Ministry of Social Development	N/A
65	Yes, GDS055	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	172	Energy Strategy	Page x	2011-2021 (120 months)	16	Crown only	Crown: Hon Hekia Parata, Acting Minister of Energy and Resources	Fifth National Government	National Energy Efficiency and Conservation Strategy (MfE, 2001)	Ministry of Business, Innovation and Employment	N/A
66=	Yes, GDS025	Land Information New Zealand	Primary sector	67	Topographic Strategy	Page 1	2015-NK	12	Department staff (other than CE) only	Other department staff: Jan Pierce Deputy Chief Executive Aaron Jordan Group Manager, Topography and Addressing	Fifth National Government	N/A	Land Information New Zealand	N/A
66=	Yes, GDS032	Ministry for Primary Industries	Primary sector	101	Cadmium and New Zealand Agriculture and Horticulture	Page x	2011-NK	32	Not signed	Not signed	Fifth National Government	N/A	Ministry for Primary Industries	N/A
66=	Yes, GDS072	Ministry of Education	Education and Workforce sector	221	Tertiary Education Strategy 2014 (was jointly held between MBIE and MoE but then became solely MoE)	Page x	2014-2019 (60 months)	32	Crown only	Crown: Hon Steven Joyce, Minister for Tertiary Education, Skills and Employment	Fifth National Government	Tertiary Education Strategy (2010)	Jointly by Ministry of Education and Ministry of Business, Innovation and Employment	MoE solely (between 2015-2018)
69	Yes, GDS021	Land Information New Zealand	Primary sector	63	Power of 'Where' Drives New Zealand's Success	Not on GDS	2013-2023 (120 months)	14	Chief Executive only	Chief Executive: Peter Mersi, Chief Executive/ Tumauaki Matua, Land Information New Zealand	Fifth National Government	N/A	Land Information New Zealand	N/A
70=	Yes, GDS045	Ministry for the Environment	Environment sector	140	Waste Strategy	Page x	2010-NK	16	Crown only	Crown: Hon Dr Nick Smith, Minister for the Environment	Fifth National Government	N/A	Ministry for the Environment	N/A
70=	Yes, GDS054	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	171	Energy Efficiency and Conservation Strategy 2011-2016	Page x	2011-2016 (60 months)	16	Crown only	Crown: Hon Hekia Parata, Acting Minister of Energy and Resources	Fifth National Government	National Energy Efficiency and Conservation Strategy (MfE, 2001)	Ministry of Business, Innovation and Employment	N/A
72=	Yes, GDS002	Department of Conservation	Environment sector	7	Subantarctic Islands Research Strategy	Page 1	2005-NK	40	Other (not Crown or department staff)	Other: Kevin O'Connor, Conservator, Southland Conservancy	Fifth Labour Government	N/A	Department of Conservation	N/A
72=	Yes, GDS098	Ministry of Health	Health sector	301	Cancer Plan	Page ii	2015-2018 (36 months)	38	Crown only	Crown: Hon Dr Jonathan Coleman, Minister of Health, page iii	Fifth National Government	N/A	Ministry of Health	N/A
74	Yes, GDS075	Ministry of Education	Education and Workforce sector	225	International Education Strategy – He Rautaki Mātauranga A Ao	Page 3	2018-2030 (144 months)	28	Crown only	Crown: Hon Chris Hipkins, Minister of Education, page 3	Sixth Labour Government	N/A	Ministry of Education	N/A
75=	Yes, GDS081	Ministry of Health	Health sector	253	Palliative Care Strategy	Page i	2001-NK	66	Crown only	Crown: Hon Annette King, Minister of Health	Fifth Labour Government	N/A	Ministry of Health	N/A
75=	Yes, GDS115	Ministry of Māori Development [known as Te Puni Kōkiri]	Māori Affairs sector	332	Māori Housing Network Investment Strategy	Not on GDS	2015-2018 (36 months)	12	Crown only	Crown: Hon Te Ururoa Flavell, Te Minita Whanaketanga Māori, page 2	Fifth National Government	N/A	Ministry of Māori Development [known as Te Puni Kōkiri]	N/A
77=	Yes, GDS097	Ministry of Health	Health sector	300	He Korowai Oranga – Māori Health Strategy	Page x	2014-NK	16	Not signed	Not signed	Fifth National Government	He Korowai Oranga: Māori Health Strategy (2002)	Ministry of Health	N/A
77=	Yes, GDS105	Ministry of Health	Health sector	308	Pharmacy Action Plan	Page ii	2016-2020 (48 months)	48	Crown only	Crown: Hon Dr Jonathan Coleman, Minister of Health, page iii	Fifth National Government	N/A	Ministry of Health	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
3.5	1	7	11.5	2	0.5	0	0	2.5	7	3.5	2	12.5	0	1.5	2	0	3.5	3	3	3.5	0	9.5	1.5	2	4	2	9.5	49
3	4	4	11	3.5	1.5	1	0.5	6.5	8	2.5	3.5	14	4	2	1.5	1	8.5	4	0.5	0.5	0	5	3.5	0	0	0	3.5	48.5
2.5	1	7	10.5	2	1.5	1	2	6.5	6	3	2	11	4	1	2	1	8	3	0.5	1	0.5	5	1	4	0	2	7	48
1.5	3.5	7.5	12.5	2	3	0	3.5	8.5	6.5	3	3	12.5	2.5	1.5	4	0.5	8.5	3	0	1.5	1.5	6	0	0	0	0	0	48
3	1.5	5.5	10	2.5	2.5	0.5	0	5.5	3.5	2.5	3	9	2.5	2	1.5	0	6	2.5	0	0	0	2.5	3	4	4	4	15	48
4	1	6	11	2	1.5	0.5	4	8	6	3	1	10	0.5	0	3	0.5	4	3	0	0	0	3	1.5	4	4	2	11.5	47.5
3	4	4	11	2	3	1	0.5	6.5	5.5	2	1.5	9	2	3.5	2	0	7.5	3	0	0	0	3	4	2	2	2	10	47
4	3.5	5.5	13	2	2	0	0	4	5.5	2	3	10.5	3.5	3	2	0	8.5	4	0.5	0	0	4.5	2.5	2	2	0	6.5	47
2	3	6	11	3	3	1	0.5	7.5	2	2.5	0.5	5	0.5	2	2.5	0.5	5.5	3	3	2	4	12	3.5	0	0	2	5.5	46.5
2.5	3	5.5	11	3	3	4	0.5	10.5	7	1.5	3	11.5	3.5	0	1.5	0.5	5.5	2	0	0	0	2	0.5	2	1.5	2	6	46.5
2	0.5	3.5	6	3	1	1	1	6	6	4	3	13	3	0.5	1	0	4.5	2.5	3	3	0	8.5	0	2	2	4	8	46
2	4	7.5	13.5	3.5	3	1	0.5	8	5	3.5	1	9.5	4	1.5	2	0	7.5	3.5	0	0	0	3.5	2.5	0	1	0	3.5	45.5
2.5	2.5	7	12	2	2.5	1	0.5	6	6	4	2	12	3.5	2	1	0	6.5	1	1	1	0	3	0	2	2	2	6	45.5
2.5	2	4.5	9	3	1	2.5	1	7.5	6	3.5	1	10.5	0	1.5	1	0	2.5	2	2	2	0.5	6.5	3	2	2	2	9	45
3	3	7	13	3.5	2	0	1	6.5	8	1.5	4	13.5	3	1	1.5	0	5.5	3.5	0.5	0.5	0	4.5	1.5	0	0.5	0	2	45

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
77=	Yes, GDS119	Ministry of Social Development	Social Services and Community sector	350	Disability Action Plan	Page x	2014–2018 (48 months)	18	Not signed	Not signed	Fifth National Government	N/A	Ministry of Social Development	N/A
80	Yes, GDS102	Ministry of Health	Health sector	305	National Drug Policy 2015	Page ii	2015–2020 (60 months)	36	Crown only	Crown: Hon Peter Dunne, Associate Minister of Health, page iii	Fifth National Government	National Drug Policy (2007)	Ministry of Health	N/A
81=	Yes, GDS024	Land Information New Zealand	Primary sector	66	He Whāriki Maurua – Business with Māori Strategy	Page 1	2013–2017 (48 months)	26	Chief Executive, department staff and other	Other: Peter Mersi, Chief Executive, page 4, Matanuku Mahuika, Chair - Business with Māori Advisory Group, page 6, Pereri Hathaway, Kaihautū – Business with Māori, page 7	Fifth National Government	He Whāriki Maurua: Business with Māori Strategy (2013)	Land Information New Zealand	N/A
81=	Yes, GDS053	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	170	Oil Emergency Response Strategy	Page 1	2008–NK	24	Not signed	Not signed	Fifth Labour Government	N/A	Ministry of Business, Innovation and Employment	N/A
81=	Yes, GDS091	Ministry of Health	Health sector	290	Whāia Te Ao Mārama – The Māori Disability Action Plan for Disability Support Services	Page ii	2012–2017 (60 months)	18	Crown only	Crown: Hon Tariana Turia, Associate Minister of Health	Fifth National Government	N/A	Ministry of Health	N/A
84=	Yes, GDS048	Ministry for the Environment	Environment sector	146	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (Jointly held between DoC and MfE)	Page 33	2017–2021 (48 months)	36	Crown only	Crown: Hon Nicky Wagner, Associate Minister of Conservation, page 1, Hon Dr Nick Smith, Minister for the Environment, page 1	Fifth National Government	N/A	Jointly by Ministry for the Environment and Department of Conservation	N/A
84=	Yes, GDS085	Ministry of Health	Health sector	261	Youth Health 2002	Page ii	2002–NK	64	Crown only	Crown: Hon Annette King, Minister of Health, Hon John Tamihere, Minister of Youth Affairs	Fifth Labour Government	N/A	Ministry of Health	N/A
86	Yes, GDS029	Ministry for Pacific Peoples	Social Services and Community sector	80	Pacific Languages Framework	Page 1	2012–NK	12	Not signed	Not signed	Fifth National Government	N/A	Ministry for Pacific Peoples	N/A
87	Yes, GDS058	Ministry of Business, Innovation and Employment	Social Services and Community sector	177	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	Page x	2014–2025 (132 months)	56	Crown only	Crown: Hon Nick Smith, Minister of Housing Hon Tariana Turia Associate Minister of Housing	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
88=	Yes, GDS023	Land Information New Zealand	Primary sector	65	Positioning Strategy	Not on GDS	2014–2024 (120 months)	18	Department staff (other than CE) only	Other: Graeme Blick, Chief Geodesist	Fifth National Government	Geodetic Strategy (2003)	Land Information New Zealand	N/A
88=	Yes, GDS082	Ministry of Health	Health sector	254	Primary Health Care Strategy	Page i and ii	2001–NK	40	Crown only	Crown: Hon Annette King, Minister of Health	Fifth Labour Government	N/A	Ministry of Health	N/A
88=	Yes, GDS143	Statistics New Zealand	Finance and Government Administration sector	399	Open Data Action Plan	Page 4	2017–2020 (36 months)	6	Not signed	Not signed	Fifth National Government	N/A	Statistics New Zealand	N/A
91	Yes, GDS086	Ministry of Health	Health sector	265	Cancer Control Strategy	Page ii	2003–NK	83	Crown only	Crown: Hon Annette King, Minister of Health	Fifth Labour Government	N/A	Ministry of Health	N/A
92	Yes, GDS113	Ministry of Justice	Justice sector	326	Our Māori Strategy – Te Haerenga	Not on GDS	2017–NK	18	Chief Executive only	Andrew Bridgman, Secretary for Justice and CEO, page 1	Fifth National Government	N/A	Ministry of Justice	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
2.5	1	4.5	8	3.5	0.5	0.5	0.5	5	6	3	2.5	11.5	3.5	0.5	0	0	4	2	1	0.5	0	3.5	3	2	4	4	13	45
3	3	8	14	2.5	1	0.5	0	4	7	2	3.5	12.5	3.5	1	2	0	6.5	2.5	1	0	0	3.5	1	0	1	2	4	44.5
2	0	6	8	3.5	2	0.5	1	7	7.5	2	0	9.5	3	0	2.5	0.5	6	3.5	0	0	0	3.5	2	4	4	0	10	44
1	3.5	6	10.5	2.5	2.5	0.5	0	5.5	6	1.5	1	8.5	2	4	3	2.5	11.5	1	2	2	1	6	2	0	0	0	2	44
2.5	2	5	9.5	2.5	2	0.5	0	5	4.5	3.5	1	9	3	0.5	1	0	4.5	2.5	3	3	0	8.5	1.5	0	2	4	7.5	44
2.5	0.5	7	10	3.5	2.5	0	0	6	5	2.5	2.5	10	3	2	0.5	0.5	6	0.5	4	3	2	9.5	2	0	0	0	2	43.5
2	2.5	7	11.5	3	1.5	0	0.5	5	5	3.5	1.5	10	4	1	1	0.5	6.5	4	0.5	1	0	5.5	4	0	1	0	5	43.5
3	1	6	10	2	1	0	0	3	7	3.5	1	11.5	3.5	1	4	0	8.5	2	2	1	0	5	0	2	1	2	5	43
3	1.5	4	8.5	1	1.5	2	1.5	6	7.5	3.5	2.5	13.5	3.5	1.5	1	2	8	2	1.5	1	1	5.5	1	0	0	0	1	42.5
3.5	0.5	4.5	8.5	2.5	1	0	0	3.5	7	2	3.5	12.5	3	0	2.5	0	5.5	3.5	0	0	0	3.5	2.5	4	0	2	8.5	42
2	1	4.5	7.5	3	3.5	0	1	7.5	4	2	1.5	7.5	3	2	1	0	6	3.5	0.5	0.5	0	4.5	3	2	2	2	9	42
3.5	2.5	3	9	2.5	0.5	0	1	4	4	1.5	4	9.5	4	0	0.5	0	4.5	1.5	1.5	2.5	0	5.5	1.5	2	2	4	9.5	42
2	3.5	7.5	13	2	1.5	0	0	3.5	5	4	2	11	3	1	1.5	0	5.5	3	0.5	0.5	0	4	3.5	0	1	0	4.5	41.5
3.5	1	4.5	9	2.5	3.5	0	0	6	4	3	0.75	7.75	3	0	0	0	3	4	0	0.5	0	4.5	0	4	3	4	11	41.25

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
93	Yes, GDS080	Ministry of Health	Health sector	251	Reduced Waiting Times for Public Hospital Elective Services	Page 1	2000-NK	24	Not signed	Not signed	Fifth Labour Government	N/A	Ministry of Health	N/A
94=	Yes, GDS015	Department of Internal Affairs	Finance and Government Administration sector	43	Archives 2057 Strategy	Not on GDS	2017-2057 (480 months)	16	Department staff (other than CE) only	Other: Marilyn Little, Chief Archivist, page 3	Fifth National Government	N/A	Department of Internal Affairs	N/A
94=	Yes, GDS148	The Treasury	Finance and Government Administration sector	412	He Puna Hao Pātiki – 2018 Investment Statement	Page x	2018-2022 (48 months)	192	Chief Executive only	Chief Executive: Gabriel Makhoul, Secretary to the Treasury, page 1	Sixth Labour Government	Investment Statement: Managing the Crown's Balance Sheet 2014	The Treasury	N/A
96	Yes, GDS130	Ministry of Transport	Economic Development and Infrastructure sector	377	Transport Domain Plan	Page x	2016-NK	48	Crown and Chief Executives	Crown: Hon Craig Foss, Associate Minister of Transport, Minister of Statistics, page 1 Chief Executives: Peter Mersi, Secretary for Transport, Chief Executive - Ministry of Transport, page 2, Liz MacPherson, Government Statistician, Chief Executive - Statistics New Zealand, page 2	Fifth National Government	N/A	Ministry of Transport	N/A
97=	Yes, GDS052	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	166	Vision Mātauranga	Page x	2007-NK	28	Not signed	Not signed	Fifth Labour Government	N/A	Ministry of Business, Innovation and Employment	N/A
97=	Yes, GDS077	Ministry of Foreign Affairs and Trade	External sector	234	Antarctic and Southern Ocean Science	Not on GDS	2010-2020 (120 months)	26	Crown only	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	Fifth National Government	N/A	Ministry of Foreign Affairs and Trade	N/A
97=	Yes, GDS088	Ministry of Health	Health sector	275	Medicines New Zealand	Page ii	2007-NK	24	Crown only	Crown: Hon Peter Dunne, Associate Minister of Health, Hon David Cunliffe, Minister of Health	Fifth Labour Government	N/A	Ministry of Health	N/A
97=	Yes, GDS104	Ministry of Health	Health sector	307	Health Strategy 2016	Page x	2016-2021 (60 months)	34	Not signed	Not signed	Fifth National Government	N/A	Ministry of Health	N/A
97=	Yes, GDS106	Ministry of Health	Health sector	309	Strategy to Prevent and Minimise Gambling Harm	Page ii	2016-2019 (36 months)	60	Not signed	Not signed	Fifth National Government	Preventing and Minimising Gambling Harm [Six-year strategic plan] (2010) [and] Preventing and Minimising Gambling Harm [Three-year service plan and levy rates] (2013)	Ministry of Health	N/A
97=	Yes, GDS121	Ministry of Social Development	Social Services and Community sector	353	Social Housing Investment Strategy	Not on GDS	2017-NK	24	Not signed	Not signed	Fifth National Government	N/A	Ministry of Social Development	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
2.5	3	7	12.5	2.5	1	1	3	7.5	5	2	1.5	8.5	4	2	0.5	0	6.5	2	0	0.5	0	2.5	0.5	0	1	2	3.5	41
3	3.5	5	11.5	2.5	3	0	1	6.5	6	2	1.5	9.5	1	0.5	0	0.5	2	1	1	1	0	3	0	4	2	2	8	40.5
3.5	3	3	9.5	1.5	2.5	4	0	8	3.5	1.5	1.5	6.5	0	1	0	0	1	0	1	0	1	2	1.5	4	4	4	13.5	40.5
1	0	4	5	3.5	1.5	0	0	5	5.5	0.5	1	7	3.5	3.5	0.5	0	7.5	1	2.5	3.25	4	10.75	1	0	4	0	5	40.25
4	0.5	4.5	9	3	2	0.5	1	6.5	5	3	1.5	9.5	3	1	1	0	5	1.5	0.5	0	0	2	2	2	0	4	8	40
4	0	4	8	3.5	2	4	0	9.5	3	2	2	7	4	1	2	1	8	3	0.5	0.5	0.5	4.5	0	0	1	2	3	40
2.5	4	3	9.5	3	2	1	3	9	5	2	1.5	8.5	4	0	2	0	6	3	0	0	0	3	3	0	1	0	4	40
1	0	3	4	1	1	0.5	0.5	3	6	2	3	11	3	1	1.5	0	5.5	0	1	3	0	4	1.5	4	3	4	12.5	40
1	0	7	8	2	2	4	3	11	4.5	3	1	8.5	4	0.5	0	0	4.5	2	0	0.5	0.5	3	2	0	1	2	5	40
3	3	7	13	3	2.5	4	1	10.5	4.5	3.5	1	9	0	0	1	0	1	1	0.5	1	0	2.5	0	0	2	2	4	40

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
103	Yes, GDS122	Ministry of Social Development	Social Services and Community sector	354	Youth Investment Strategy	Page 2	2017-2020 (36 months)	20	Department staff (other than CE) only	Other: Linn Araboglos, Director, Ministry of Youth Development, page 3	Fifth National Government	N/A	Ministry of Social Development	N/A
104=	Yes, GDS010	Department of Corrections	Justice sector	32	Health and Safety Strategy 2016-2020	Not on GDS	2016-2020 (48 months)	20	Crown and Chief Executive	Crown: Hon Judith Collins, Minister of Corrections, page 2 Chief Executive: Ray Smith, Chief Executive, page 3	Fifth National Government	N/A	Department of Corrections	N/A
104=	Yes, GDS093	Ministry of Health	Health sector	293	Suicide Prevention Action Plan	Page 1	2013-2016 (36 months)	8	Crown only	Crown: Hon Peter Dunne, Associate Minister of Health	Fifth National Government	N/A	Ministry of Health	N/A
106	Yes, GDS065	Ministry of Business, Innovation and Employment	Education and Workforce sector	186	Health and Safety at Work Strategy	Not on GDS	2018-2028 (120 months)	13	Crown only	Crown: Hon Iain Lees-Galloway, Minister for Workplace Relations and Safety, page 1	Sixth Labour Government	N/A	Ministry of Business, Innovation and Employment	N/A
107	Yes, GDS078	Ministry of Foreign Affairs and Trade	External sector	243	Our People Strategy	Page 2	2017-NK	36	Chief Executive only	Chief Executive: Brook Barrington, Secretary of Foreign Affairs and Trade, page 4	Fifth National Government	N/A	Ministry of Foreign Affairs and Trade	N/A
108	Yes, GDS138	State Services Commission	Finance and Government Administration sector	390	Leadership Strategy for the State Services	Page 2	2013-NK	10	Not signed	Not signed	Fifth National Government	N/A	State Services Commission	N/A
109	Yes, GDS123	Ministry of Social Development	Social Services and Community sector	355	Employment and Social Outcomes Investment Strategy	Page 2	2018-2021 (36 months)	32	Not signed	Not signed	Sixth Labour Government	N/A	Ministry of Social Development	N/A
110=	Yes, GDS013	Department of Corrections	Justice sector	35	Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou - Women's Strategy	Page 2	2017-2021 (48 months)	24	Chief Executive only	Chief Executive: Ray Smith, Chief Executive, page 3	Fifth National Government	N/A	Department of Corrections	N/A
110=	Yes, GDS050	Ministry for the Environment	Environment sector	148	Essential Freshwater (jointly held between MPI and MfE)	Page 2	2018-2020 (24 months)	56	Crown only	Crown: Hon David Parker, Minister for the Environment, page 5, Hon Damien O'Connor, Minister of Agriculture, page 5	Sixth Labour Government	Freshwater Reform: 2013 and Beyond (2013)	Jointly by Ministry for the Environment and Ministry for Primary Industries	N/A
110=	Yes, GDS063	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	184	Tourism Strategy 2016	Page 2	2016-NK	2	Not signed	Not signed	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
113	Yes, GDS083	Ministry of Health	Health sector	257	Sexual and Reproductive Health Strategy - Phase One	Page ii	2001-NK	32	Crown only	Crown: Hon Annette King, Minister of Health	Fifth Labour Government	N/A	Ministry of Health	N/A
114	Yes, GDS031	Ministry for Primary Industries	Primary sector	93	Harvest Strategy Standard for New Zealand Fisheries	Page i and ii	2008-NK	30	Crown only	Crown: Hon Jim Anderton, Minister of Fisheries	Fifth Labour Government	N/A	Ministry for Primary Industries	N/A
115=	Yes, GDS034	Ministry for Primary Industries	Primary sector	110	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	Page 3	2012-2016 (48 months)	4	Crown only	Crown: Hon David Carter, Minister for Primary Industries	Fifth National Government	N/A	Ministry for Primary Industries	N/A
115=	Yes, GDS109	Ministry of Health	Health sector	312	Whāia Te Ao Mārama - The Māori Disability Strategy Action Plan	Page ii	2018-2022 (48 months)	18	Not signed	Not signed	Sixth Labour Government	N/A	Ministry of Health	N/A
117=	Yes, GDS011	Department of Corrections	Justice sector	33	Change Lives Shape Futures: Investing in Better Mental Health for Offenders	Not on GDS	2017-NK	28	Chief Executive only	Chief Executive: Ray Smith, Chief Executive, page 4	Fifth National Government	N/A	Department of Corrections	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
2.5	0.5	4	7	2	2.25	4	1	9.25	6.5	3.5	2.5	12.5	1	0	0.75	0.5	2.25	0.5	0	1.5	0.5	2.5	0	0	4	2	6	39.5
1	1	5	7	1	0	0.5	0.5	2	5.5	2	1	8.5	4	0	0.5	0	4.5	2	0	0	0	2	3	4	4	4	15	39
1	2	6	9	3	1	0	0.5	4.5	4.5	2.5	3.5	10.5	4	3	1	0	8	3	0	0	0	3	3	0	1	0	4	39
1.5	1.5	5	8	2	2	0	0	4	3	2	1	6	1.5	2	0	0	3.5	3.5	3	2	0.5	9	0	2	2	4	8	38.5
2	1	4	7	3	2	0	1	6	4	2.5	1.75	8.25	3	1	1	0	5	0	0	1	0	1	0	4	3	4	11	38.25
2	3	6	11	2	1	1	1	5	4.5	2.5	2.5	9.5	3	0	1	0	4	1.5	0	0	0	1.5	1	2	2	2	7	38
1	0	3	4	3	2	3.5	0.5	9	4	3	1	8	2	0	0	0	2	3	1	1	3	8	0.5	2	2	2	6.5	37.5
2	2	5.5	9.5	2.5	1.5	1	0	5	4.5	3.5	1	9	3	0	0.5	0	3.5	0.5	0	0.5	1	2	0	2	2	4	8	37
1	0.5	6	7.5	3	1	0.5	1	5.5	4	1.5	1.5	7	2	1	0	0	3	3	1	3	0	7	1	2	2	2	7	37
3	1	1.5	5.5	2.5	3.5	0	0.5	6.5	4	2	0	6	3	0	1	1	5	3	0	1	1	5	1	2	4	2	9	37
1	4	6.5	11.5	2.5	3	0	0	5.5	3	3	0	6	2	2	1.5	0	5.5	3	0	0	0	3	4	0	1	0	5	36.5
2	1	2	5	0.5	0.5	0	0	1	5.5	1.5	3.5	10.5	1.5	0.5	1	1	4	3.5	2.5	1	0	7	2.5	2	2	2	8.5	36
3	2	5	10	3	0	0	0	3	4.5	1.5	4	10	4	0.5	1	0	5.5	3	0	0	0	3	3	0	1	0	4	35.5
0	0	3.5	3.5	2.5	2.5	0.5	0	5.5	5	4	1	10	3.5	3.5	1	0	8	0	0	0.5	0	0.5	2	0	2	4	8	35.5
2	0.5	5.5	8	4	1.5	4	0.5	10	5	3.5	0.5	9	1	1	0	0	2	0	0.5	0	0	0.5	0	2	1	2	5	34.5

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as 'Transferred from')	Transferred to
117=	Yes, GDS147	The Treasury	Finance and Government Administration sector	411	He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position	Page 2	2016–2020 (48 months)	74	Chief Executive only	Chief Executive: Gabriel Makhlof, Secretary to the Treasury, page 4	Fifth National Government	Affording Our Future: Statement on New Zealand's Long-term Fiscal Position (2013)	The Treasury	N/A
119=	Yes, GDS041	Ministry for Primary Industries	Primary sector	123	Essential Fresh-water (jointly held between MPI and MfE)	Page 2	2018–2020 (24 months)	56	Crown only	Crown: Hon David Parker, Minister for the Environment, page 5, Hon Damien O'Connor, Minister of Agriculture, page 5	Sixth Labour Government	N/A	Jointly by Ministry for Primary Industries and Ministry for the Environment	N/A
119=	Yes, GDS049	Ministry for the Environment	Environment sector	147	Our Science Strategy – Rautaki Pūtaiao	Page 2	2018–NK	18	Chief Executive and other department staff	Other: Vicky Robertson, Chief Executive, page 5, Alison Collins, Department Science Advisor, page 6	Sixth Labour Government	Water Research Strategy (2009)	Ministry for the Environment	N/A
121	Yes, GDS141	Statistics New Zealand	Finance and Government Administration sector	397	2018 Census Strategy	Page 2	2016–NK	16	Not signed	Not signed	Fifth National Government	N/A	Statistics New Zealand	N/A
122=	Yes, GDS012	Department of Corrections	Justice sector	34	Change Lives Shape Futures: Reducing Re-offending Among Māori	Not on GDS	2017–NK	20	Chief Executive only	Chief Executive: Ray Smith, Chief Executive, page 3	Fifth National Government	N/A	Department of Corrections	N/A
122=	Yes, GDS076	Ministry of Foreign Affairs and Trade	External sector	233	International Development Policy Statement	Page x	2011–NK	16	Not signed	Not signed	Fifth National Government	Pacific Strategy: Te Ara Tupu – The Pathway of Growth (2007) [and] Policy Statement: Towards a Safe and Just World Free from Poverty (2002)	Ministry of Foreign Affairs and Trade	N/A
124=	Yes, GDS035	Ministry for Primary Industries	Primary sector	113	Animal Welfare Matters	Page x	2013–NK	12	Not signed	Not signed	Fifth National Government	N/A	Ministry for Primary Industries	N/A
124=	Yes, GDS038	Ministry for Primary Industries	Primary sector	120	Campylobacter Risk Management Strategy 2017	Page x	2017–2020 (36 months)	8	Not signed	Not signed	Fifth National Government	Campylobacter Risk Management Strategy (2013)	Ministry for Primary Industries	N/A
126	Yes, GDS027	Land Information New Zealand	Primary sector	70	Crown Property Strategy	Page 5	2018–NK	13	Not signed	Not signed	Sixth Labour Government	N/A	Land Information New Zealand	N/A
127	Yes, GDS112	Ministry of Housing and Urban Development	Social Services and Community sector	315	Public Housing Plan	Page x	2018–2022 (48 months)	48	Not signed	Not signed	Sixth Labour Government	N/A	Ministry of Social Development	Ministry of Housing and Urban Development (in 2018)
128	Yes, GDS074	Ministry of Education	Education and Workforce sector	224	International Student Wellbeing Strategy	Page 1	2017–NK	12	Crown only	Crown: Hon Paul Goldsmith, Minister for Tertiary Education, Skills and Employment, page 2	Fifth National Government	N/A	Ministry of Education	N/A
129=	Yes, GDS004	Department of Conservation	Environment sector	12	National Education Strategy 2010–2030	Page x	2010–2030 (240 months)	8	Chief Executive only	Chief Executive: Al Morrison, Director-General, page 1	Fifth National Government	N/A	Department of Conservation	N/A
129=	Yes, GDS008	Department of Corrections	Justice sector	28	National Historic Heritage Strategy	Not on GDS	2013–NK	46	Not signed	Not signed	Fifth National Government	N/A	Department of Corrections	N/A
129=	Yes, GDS042	Ministry for Primary Industries	Primary sector	124	National Blue Cod Strategy	Page x	2018–NK	24	Crown only	Crown: Hon Stuart Nash, Minister for Fisheries, page 2	Sixth Labour Government	N/A	Ministry for Primary Industries	N/A
129=	Yes, GDS126	Ministry of Transport	Economic Development and Infrastructure sector	371	National Airspace Policy	Page x	2012–NK	10	Crown only	Crown: Hon Gerry Brownlee, Minister of Transport	Fifth National Government	N/A	Ministry of Transport	N/A
133	Yes, GDS144	Statistics New Zealand	Finance and Government Administration sector	400	Empowering Agencies to Use Data More Effectively	Page 2	2018–NK	1	Not signed	Not signed	Sixth Labour Government	N/A	Statistics New Zealand	N/A
134	Yes, GDS132	Ministry of Transport	Economic Development and Infrastructure sector	379	Framework for Shaping Our Transport System	Page 1	2018–NK	8	Not signed	Not signed	Sixth Labour Government	N/A	Ministry of Transport	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
2.5	3	3.5	9	0	2.5	2	2	6.5	3.5	1.5	0	5	1.5	1.5	0	1	4	0	0	0	0	0	2	2	4	2	10	34.5
1	0.5	6	7.5	3	1	0.5	1	5.5	4	1.5	1.5	7	2	1	0	0	3	3	1	3	0	7	1	0	1	2	4	34
3	0	4	7	3	1.5	1	1	6.5	2	2	1	5	1	0	0.5	0	1.5	1	1.5	2	0.5	5	1	0	4	4	9	34
1	3	4	8	0.5	1	2	0	3.5	5	0.5	0	5.5	4	2.5	0	1	7.5	1	0.5	0.5	0	2	2.5	2	0	2	6.5	33
2	0.5	3.5	6	1.5	1.5	3	1	7	4	3.5	1.5	9	3	0	0.5	0.5	4	0	0.5	0.5	0.5	1.5	0	2	1	2	5	32.5
1.5	2.5	2	6	2.5	1.5	0.5	0	4.5	3	1.5	0.5	5	2	1	0	0.5	3.5	1.5	3.5	3.5	0	8.5	0	2	1	2	5	32.5
3	1	6	10	2	0.5	0	0.5	3	5.5	0.5	0	6	2.5	0	1	0	3.5	0.5	1.5	0	0	2	1	2	2	2	7	31.5
1.5	0.5	4	6	2	1.5	0	0	3.5	2	0.5	3.5	6	3.5	3	0	0	6.5	0.5	1	2	0	3.5	2.5	0	1.5	2	6	31.5
2.5	1	1	4.5	1	2	1	1	5	3.75	1	1	5.75	3	0	0	0.5	3.5	1	1	0.5	1	3.5	1	2	2	4	9	31.25
1	0	6	7	2.5	1.5	2	0.5	6.5	3	1.5	0.5	5	0	0.5	0	0	0.5	0.5	1	3	0	4.5	1.5	2	2	2	7.5	31
1	1	5	7	1.5	0.5	4	1.25	7.25	4	3	0	7	1	0	0	0	1	0	1	0	0	1	1.5	0	2	4	7.5	30.75
3.25	0	1	4.25	2	0.25	0.5	0.5	3.25	6.5	3.5	2.5	12.5	0.5	0	0.5	0	1	0.5	0	0	0	0.5	1	4	4	0	9	30.5
3	1	8	12	2.5	0	0	0	2.5	3	1.5	1	5.5	3.5	0.5	3	0	7	2	0	0.5	0	2.5	1	0	0	0	1	30.5
1	1.5	6	8.5	2.5	0	0	0	2.5	2	1.5	0.5	4	3	0	0	0	3	3.5	1	2	1	7.5	0	0	1	4	5	30.5
2.5	2	3.5	8	2	0.5	1	1	4.5	3.5	3	2.5	9	1	0	1	0.5	2.5	3	0.5	0.5	0	4	2.5	0	0	0	2.5	30.5
3	1	5	9	0.5	0.5	0	1	2	5.5	2	2.5	10	0.5	1	0	0	1.5	0	0	1	0	1	0	2	2	2	6	29.5
2	2.5	4	8.5	0.5	1.5	1.5	1	4.5	3	2	0.25	5.25	1	0.5	0.5	2	4	0.5	0	0.5	0	1	0	2	2	2	6	29.25

Rank out of 148 operational GDSs	In operation as at 31 December 2018? [148]	Government department currently holding the GDS	Government sector	Number of GDSs from 1 July 1994 to 31 Dec 2018 [413]	Name of strategy on GDS Index	Publication date can be found on page number?	Duration	Number of pages	Signed by (general)	Signed by (detail)	Published during a Labour or National - led Government	This GDS replaces	Originally published by (NB: This is under the Handbook as Transferred from)	Transferred to
135	Yes, GDS136	Oranga Tamariki – Ministry for Children	Social Services and Community sector	387	Children’s Action Plan	Page x	2012–NK	16	Not signed	Not signed	Fifth National Government	N/A	Ministry of Social Development	Oranga Tamariki – Ministry for Children (in 2017)
136=	Yes, GDS057	Ministry of Business, Innovation and Employment	Education and Workforce sector	174	Refugee Settlement	Not on GDS	2013–NK	12	Not signed	Not signed	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
136=	Yes, GDS145	Statistics New Zealand	Finance and Government Administration sector	401	Data Strategy and Roadmap for New Zealand	Page 1	2018–NK	20	Not signed	Not Signed	Sixth Labour Government	N/A	Statistics New Zealand	N/A
138	Yes, GDS101	Ministry of Health	Health sector	304	Cancer Health Information Strategy	Page ii	2015–2020 (60 months)	22	Department staff (other than CE) only	Other: Dr Andrew Simpson, National Clinical Director Cancer, Ministry of Health, page iii Graeme Osborne, Director, National Health IT Board and Information Group, Ministry of Health, page iii	Fifth National Government	N/A	Ministry of Health	N/A
139	Yes, GDS007	Department of Conservation	Environment sector	16	National Compliance Strategy	Not on GDS	2017–2020 (36 months)	14	Chief Executive only	Chief Executive: Lou Sanson, Director-General, page 1	Fifth National Government	N/A	Department of Conservation	N/A
140	Yes, GDS014	Department of Internal Affairs	Finance and Government Administration sector	42	Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	Page 2	2016–2030 (168 months)	8	Department staff (other than CE) only	Other: Bill MacNaught CBE, National Librarian, page 2	Fifth National Government	N/A	Department of Internal Affairs	N/A
141	Yes, GDS142	Statistics New Zealand	Finance and Government Administration sector	398	2018 Census Data Quality Management Strategy	Page 2	2017–NK	22	Not signed	Not signed	Fifth National Government	N/A	Statistics New Zealand	N/A
142	Yes, GDS060	Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	180	Investment Attraction Strategy	Not on GDS	2015–NK	2	Crown only	Crown: Rt Hon John Key Prime Minister Hon Steven Joyce, Minister of Science and Innovation, page 4	Fifth National Government	N/A	Ministry of Business, Innovation and Employment	N/A
143	Yes, GDS018	Education Review Office	Education and Workforce sector	52	Pacific Strategy	Not on GDS	2013–2017 (48 months)	2	Not signed	Not signed	Fifth National Government	N/A	Education Review Office	N/A
144	Yes, GDS040	Ministry for Primary Industries	Primary sector	122	Growing and Protecting New Zealand	Not on GDS	2017–NK	1	Not signed	Not signed	Fifth National Government	Our Strategy 2030 (2011)	Ministry for Primary Industries	N/A
145	Yes, GDS033	Ministry for Primary Industries	Primary sector	103	Research and Science Information Standard for New Zealand Fisheries	Page 32	2011–NK	36	Crown only	Crown: Hon Phil Heatley, Minister of Fisheries and Aquaculture, page i	Fifth National Government	N/A	Ministry for Primary Industries	N/A
146	Yes, GDS095	Ministry of Health	Health sector	298	Care Closer to Home	Page ii	2014–NK	24	Not signed	Not signed	Fifth National Government	N/A	Ministry of Health	N/A
147	Yes, GDS051	Ministry for the Environment	Environment sector	149	Shared Interests in Freshwater	Page 2	2018–NK	56	Crown only	Crown: Hon David Parker, Minister for the Environment, page 4, Hon Kelvin Davis, Minister for Māori Crown Relations: Te Arawhiti, page 4	Sixth Labour Government	N/A	Ministry for the Environment	N/A
148	Yes, GDS127	Ministry of Transport	Economic Development and Infrastructure sector	372	International Air Transport Policy	Page 1	2012–NK	4	Not signed	Not signed	Fifth National Government	N/A	Ministry of Transport	N/A

TABLE 1b: DETAILED DESCRIPTION AND SCORE BY RANK (HIGHEST TO LOWEST)

1. Opportunities and Threats				2. Capabilities and Resources					3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score
1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total	3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total	
0	1	1.5	2.5	3	2.5	0	1	6.5	2	2	3	7	3.5	0.5	1	0	5	1.5	0.5	0.5	0	2.5	1	0	2	2	5	28.5
2	0.5	3.5	6	2	1	0	1	4	5	3.5	3.5	12	1	0.5	0	0	1.5	1	0.5	0.5	0	2	0.5	0	0	2	2.5	28
2	1	4.5	7.5	2	1	0	1	4	5	2	0	7	2	0.5	0	0	2.5	1	0	0	0	1	0	2	0	4	6	28
1	0	4	5	2	1	0	0	3	7	2	3	12	3	0	1	0	4	2.5	0	0	0	2.5	0.5	0	0	0	0.5	27
1.5	3	3	7.5	3	2.5	0.5	1.5	7.5	2.5	1	0.5	4	2	0	0	0.5	2.5	2	0	0	1	3	1	0	0	0	1	25.5
2.5	1	0.5	4	1.5	2	0	0	3.5	4.5	2	2	8.5	1	0	0	0	1	4	0	1	0	5	0	2	1	0	3	25
1	0.5	3.5	5	1.5	1.5	0.5	0	3.5	6	1	0	7	3.5	3.5	1	0.5	8.5	0	0	0	0	0	0.5	0	0	0	0.5	24.5
4	0	0.5	4.5	1	1	0	0.5	2.5	5.5	1	0.5	7	2	0	1	0	3	1	0	0	0	1	0	2	2	2	6	24
1	0	2	3	0	0.5	0	0	0.5	3	3	0.5	6.5	3	0.25	1	0	4.25	0	0	0	0	0	0	2	2	4	8	22.25
1.5	0	0	1.5	0	0	0	0	0	3	2	0.5	5.5	1	1	0	0	2	0	0	0	0	0	0	4	3	4	11	20
1	0	2	3	1	1	1	0	3	5	1	1.5	7.5	1.5	0	1	0	2.5	2	0	0	0	2	0	0	0	0	0	18
2.5	0	1	3.5	0	3	0	0.5	3.5	2	3	1	6	0	0	1	0	1	0.5	0	0	0	0.5	0	0	1	2	3	17.5
1.5	0	3.5	5	2	0.5	0	0.5	3	2.5	1	0	3.5	1	0	0.5	0	1.5	0.5	0	0	0	0.5	0	2	0	0	2	15.5
2	0.5	1.5	4	2.5	1	0	0.5	4	3.5	1	1	5.5	1	0	0	0	1	0	0	0.5	0	0.5	0	0	0	0	0	15

Table 2: Detailed description and score by rank (in department order and highest to lowest)

Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Department of Conservation	Environment sector	Biodiversity Strategy	Yes, GDS001	3	4	7	14	3	3.5	0.5	0.5	7.5
	Environment sector	Subantarctic Islands Research Strategy	Yes, GDS002	2	3	6	11	3	3	1	0.5	7.5
	Environment sector	Hector's and Maui's Dolphin Threat Management Plan	Yes, GDS003	1.5	4	7.5	13	4	4	0.5	1	9.5
	Environment sector	National Education Strategy 2010-2030	Yes, GDS004	3.25	0	1	4.25	2	0.25	0.5	0.5	3.25
	Environment sector	Information Systems Strategic Plan	Yes, GDS005	3.5	1	4	8.5	3.5	3.5	0	0	7
	Environment sector	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Yes, GDS006	2.5	0.5	7	10	3.5	2.5	0	0	6
	Environment sector	National Compliance Strategy	Yes, GDS007	1.5	3	3	7.5	3	2.5	0.5	1.5	7.5
Department of Corrections	Justice sector	National Historic Heritage Strategy	Yes, GDS008	3	1	8	12	2.5	0	0	0	2.5
	Justice sector	Our Drug and Alcohol Strategy Through to 2020	Yes, GDS009	2.5	0.5	6	9	4	1	2.5	1	8.5
	Justice sector	Health and Safety Strategy 2016-2020	Yes, GDS010	1	1	5	7	1	0	0.5	0.5	2
	Justice sector	Change Lives Shape Futures: Investing in Better Mental Health for Offenders	Yes, GDS011	2	0.5	5.5	8	4	1.5	4	0.5	10
	Justice sector	Change Lives Shape Futures: Reducing Re-offending Among Māori	Yes, GDS012	2	0.5	3.5	6	1.5	1.5	3	1	7
	Justice sector	Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou – Women's Strategy	Yes, GDS013	2	2	5.5	9.5	2.5	1.5	1	0	5
Department of Internal Affairs	Finance and Government Administration sector	Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	Yes, GDS014	2.5	1	0.5	4	1.5	2	0	0	3.5
	Finance and Government Administration sector	Archives 2057 Strategy	Yes, GDS015	3	3.5	5	11.5	2.5	3	0	1	6.5
Department of the Prime Minister and Cabinet	Finance and Government Administration sector	National Civil Defence Emergency Management Strategy	Yes, GDS016	1	3	8	12	3	4	0	0	7
	Finance and Government Administration sector	Cyber Security Strategy 2015	Yes, GDS017	4	3.5	4	11.5	1.5	1.5	0.5	0.5	4
Education Review Office	Education and Workforce sector	Pacific Strategy	Yes, GDS018	1	0	2	3	0	0.5	0	0	0.5
Government Communications Security Bureau	Finance and Government Administration sector	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	Yes, GDS019	3	1.5	7	11.5	2	3	0.5	0.5	6
Inland Revenue Department	Finance and Government Administration sector	Our Corporate Strategy	Yes, GDS020	3	3	4	10	2.5	1	0	0	3.5
Land Information New Zealand	Primary sector	Power of 'Where' Drives New Zealand's Success	Yes, GDS021	4	1	6	11	2	1.5	0.5	4	8
	Primary sector	Cadastre 2034	Yes, GDS022	3.5	2	7	12.5	3	4	2.5	3.5	13
	Primary sector	Positioning Strategy	Yes, GDS023	3.5	0.5	4.5	8.5	2.5	1	0	0	3.5
	Primary sector	He Whāriki Maurua – Business with Māori Strategy	Yes, GDS024	2	0	6	8	3.5	2	0.5	1	7
	Primary sector	Topographic Strategy	Yes, GDS025	2.5	1	7	10.5	2	1.5	1	2	6.5
	Primary sector	Outcomes Framework	Yes, GDS026	1	4	7.5	12.5	2	2.5	0.5	0	5
	Primary sector	Crown Property Strategy	Yes, GDS027	2.5	1	1	4.5	1	2	1	1	5
Ministry for Culture and Heritage	Social Services and Community sector	Cultural Sector Strategic Framework	Yes, GDS028	3.5	2	8	13.5	3	2.5	2	2	9.5
Ministry for Pacific Peoples	Social Services and Community sector	Pacific Languages Framework	Yes, GDS029	3	1	6	10	2	1	0	0	3
Ministry for Primary Industries	Primary sector	Biosecurity Science Strategy for New Zealand – Mahere Rautaki Putaiao Whakamaru	Yes, GDS030	4	3.5	7	14.5	4	3	4	3	14
	Primary sector	Harvest Strategy Standard for New Zealand Fisheries	Yes, GDS031	2	1	2	5	0.5	0.5	0	0	1
	Primary sector	Cadmium and New Zealand Agriculture and Horticulture	Yes, GDS032	1.5	3.5	7.5	12.5	2	3	0	3.5	8.5
	Primary sector	Research and Science Information Standard for New Zealand Fisheries	Yes, GDS033	1	0	2	3	1	1	1	0	3
	Primary sector	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	Yes, GDS034	3	2	5	10	3	0	0	0	3
	Primary sector	Animal Welfare Matters	Yes, GDS035	3	1	6	10	2	0.5	0	0.5	3
	Primary sector	Science Strategy – Rautaki Putaiao	Yes, GDS036	3	3	3	9	4	2.5	4	0	10.5

TABLE 2: DETAILED DESCRIPTION AND SCORE BY RANK (IN DEPARTMENT ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
6.5	3	3	12.5	3.5	2	1	0	6.5	3.5	0.5	0.5	0.5	5	3	0	4	4	11	56.5	26=
2	2.5	0.5	5	0.5	2	2.5	0.5	5.5	3	3	2	4	12	3.5	0	0	2	5.5	46.5	72=
5.5	3.5	2.5	11.5	2.5	3.5	1	1	8	2.5	1.5	1	0	5	0.5	0	0	2	2.5	49.5	59=
6.5	3.5	2.5	12.5	0.5	0	0.5	0	1	0.5	0	0	0	0.5	1	4	4	0	9	30.5	129=
6.5	1	3.5	11	3.5	2	1	0.5	7	4	4	3.5	2.5	14	2	2	4	2	10	57.5	22=
5	2.5	2.5	10	3	2	0.5	0.5	6	0.5	4	3	2	9.5	2	4	4	4	14	55.5	30=
2.5	1	0.5	4	2	0	0	0.5	2.5	2	0	0	1	3	1	0	0	0	1	25.5	139
3	1.5	1	5.5	3.5	0.5	3	0	7	2	0	0.5	0	2.5	1	0	0	0	1	30.5	129=
6.5	4	2	12.5	3.5	0.5	1	0.5	5.5	2	0.5	0	0	2.5	3	2	3	4	12	50	57=
5.5	2	1	8.5	4	0	0.5	0	4.5	2	0	0	0	2	3	4	4	4	15	39	104=
5	3.5	0.5	9	1	1	0	0	2	0	0.5	0	0	0.5	0	2	1	2	5	34.5	117=
4	3.5	1.5	9	3	0	0.5	0.5	4	0	0.5	0.5	0.5	1.5	0	2	1	2	5	32.5	122=
4.5	3.5	1	9	3	0	0.5	0	3.5	0.5	0	0.5	1	2	0	2	2	4	8	37	110=
4.5	2	2	8.5	1	0	0	0	1	4	0	1	0	5	0	2	1	0	3	25	140
6	2	1.5	9.5	1	0.5	0	0.5	2	1	1	1	0	3	0	4	2	2	8	40.5	94=
4.5	3.5	2.5	10.5	4	3	2	0	9	4	0.5	0	0	4.5	2.5	2	2	2	8.5	51.5	50=
7	4	1	12	3.5	0.5	1.5	0	5.5	1.5	1	0	0	2.5	1.5	4	4	4	13.5	49	62=
3	3	0.5	6.5	3	0.25	1	0	4.25	0	0	0	0	0	0	2	2	4	8	22.25	143
5	2.5	4	11.5	4	1	1	1	7	0.5	2	4	1	7.5	1	2.5	2.5	4	10	53.5	38=
6.75	2	3	11.75	4	3.5	1	2.75	11.25	1	2	1	0	4	0	4	4	4	12	52.5	43=
6	3	1	10	0.5	0	3	0.5	4	3	0	0	0	3	1.5	4	4	2	11.5	47.5	69
6	3	1	10	3.5	1	2.5	1	8	3.5	1	1	1	6.5	1.5	2	0	0	3.5	53.5	38=
7	2	3.5	12.5	3	0	2.5	0	5.5	3.5	0	0	0	3.5	2.5	4	0	2	8.5	42	88=
7.5	2	0	9.5	3	0	2.5	0.5	6	3.5	0	0	0	3.5	2	4	4	0	10	44	81=
6	3	2	11	4	1	2	1	8	3	0.5	1	0.5	5	1	4	0	2	7	48	66=
4.75	2	2	8.75	3	3	1	1.5	8.5	1	0	2.5	0	3.5	3.5	4	4	4	15.5	53.75	37
3.75	1	1	5.75	3	0	0	0.5	3.5	1	1	0.5	1	3.5	1	2	2	4	9	31.25	126
7	2	2	11	3.5	3	3	1.5	11	2.5	2.5	2	2	9	0	4	4	4	12	66	7
7	3.5	1	11.5	3.5	1	4	0	8.5	2	2	1	0	5	0	2	1	2	5	43	86
8	4	4	16	4	3.5	2.5	2	12	4	4	3	2.5	13.5	2	0	1	0	3	73	1
5.5	1.5	3.5	10.5	1.5	0.5	1	1	4	3.5	2.5	1	0	7	2.5	2	2	2	8.5	36	114
6.5	3	3	12.5	2.5	1.5	4	0.5	8.5	3	0	1.5	1.5	6	0	0	0	0	0	48	66=
5	1	1.5	7.5	1.5	0	1	0	2.5	2	0	0	0	2	0	0	0	0	0	18	145
4.5	1.5	4	10	4	0.5	1	0	5.5	3	0	0	0	3	3	0	1	0	4	35.5	115=
5.5	0.5	0	6	2.5	0	1	0	3.5	0.5	1.5	0	0	2	1	2	2	2	7	31.5	124=
7	0	3.5	10.5	3.5	0	1.5	2	7	2.5	2	2.5	1	8	2	2	1	0	5	50	57=

Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Ministry for Primary Industries	Primary sector	Biosecurity 2025 Direction Statement	Yes, GDS037	3.5	3	4.5	11	4	0.5	0.5	0	5
	Primary sector	Campylobacter Risk Management Strategy 2017	Yes, GDS038	1.5	0.5	4	6	2	1.5	0	0	3.5
	Primary sector	Primary Sector Science Roadmap – Te Ao Tūroa	Yes, GDS039	4	2.75	7	13.75	2	1	4	0	7
	Primary sector	Growing and Protecting New Zealand	Yes, GDS040	1.5	0	0	1.5	0	0	0	0	0
	Primary sector	Essential Freshwater (jointly held between MPI and MfE)	Yes, GDS041	1	0.5	6	7.5	3	1	0.5	1	5.5
	Primary sector	National Blue Cod Strategy	Yes, GDS042	1	1.5	6	8.5	2.5	0	0	0	2.5
Ministry for the Environment	Environment sector	Urban Design Protocol	Yes, GDS043	4	4	5	13	3	4	0.5	1	8.5
	Environment sector	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	Yes, GDS044	3	3	6	12	4	0.5	4	4	12.5
	Environment sector	Waste Strategy	Yes, GDS045	3	4	4	11	2	3	1	0.5	6.5
	Environment sector	Clean Healthy Air for All New Zealanders	Yes, GDS046	1.5	4	8	13.5	2	1.5	0	0.5	4
	Environment sector	Hitting the Mark – Our Strategic Plan to 2045	Yes, GDS047	3	1.5	6.75	11.25	3	4	0	0.5	7.5
	Environment sector	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Yes, GDS048	2.5	0.5	7	10	3.5	2.5	0	0	6
	Environment sector	Our Science Strategy – Rautaki Pūtaiao	Yes, GDS049	3	0	4	7	3	1.5	1	1	6.5
	Environment sector	Essential Freshwater (jointly held between MPI and MfE)	Yes, GDS050	1	0.5	6	7.5	3	1	0.5	1	5.5
	Environment sector	Shared Interests in Freshwater	Yes, GDS051	1.5	0	3.5	5	2	0.5	0	0.5	3
Ministry of Business, Innovation and Employment	Economic Development and Infrastructure sector	Vision Mātauranga	Yes, GDS052	4	0.5	4.5	9	3	2	0.5	1	6.5
	Economic Development and Infrastructure sector	Oil Emergency Response Strategy	Yes, GDS053	1	3.5	6	10.5	2.5	2.5	0.5	0	5.5
	Economic Development and Infrastructure sector	Energy Strategy	Yes, GDS055	3	4	4	11	3.5	1.5	1	0.5	6.5
	Economic Development and Infrastructure sector	Energy Efficiency and Conservation Strategy 2011–2016	Yes, GDS054	4	3.5	5.5	13	2	2	0	0	4
	Economic Development and Infrastructure sector	Strategy to 2040 – He Kai Kei Aku Ringa	Yes, GDS056	4	4	5	13	3	3.5	0.5	1	8
	Education and Workforce sector	Refugee Settlement	Yes, GDS057	2	0.5	3.5	6	2	1	0	1	4
	Social Services and Community sector	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	Yes, GDS058	3	1.5	4	8.5	1	1.5	2	1.5	6
	Education and Workforce sector	Nation of Curious Minds – He Whenua Hihiri Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Yes, GDS059	3	1	6.5	10.5	3.5	2	2	0.5	8
	Economic Development and Infrastructure sector	Investment Attraction Strategy	Yes, GDS060	4	0	0.5	4.5	1	1	0	0.5	2.5
	Economic Development and Infrastructure sector	Pacific Economic Strategy	Yes, GDS061	3	3	7.5	13.5	3	1	0.5	1	5.5
	Economic Development and Infrastructure sector	National Statement of Science Investment	Yes, GDS062	3.5	0.5	5.5	9.5	3.5	2	3	3	11.5
	Economic Development and Infrastructure sector	Tourism Strategy 2016	Yes, GDS063	3	1	1.5	5.5	2.5	3.5	0	0.5	6.5
	Economic Development and Infrastructure sector	Energy Efficiency and Conservation Strategy 2017–2022	Yes, GDS064	3.75	3.5	7.5	14.75	4	3	0	1	8
	Education and Workforce sector	Health and Safety at Work Strategy	Yes, GDS065	1.5	1.5	5	8	2	2	0	0	4
	Ministry of Defence	External sector	Defence Capability Plan 2014	Yes, GDS066	2	2.5	6.5	11	3.5	4	2.5	4
External sector		Defence White Paper 2016	Yes, GDS067	3.5	4	7	14.5	4	4	3	3	14
External sector		Strategic Defence Policy Statement	Yes, GDS068	3	4	7	14	3.5	3.5	0	1	8
Ministry of Education	Education and Workforce sector	Pasifika Education Plan	Yes, GDS069	3	0	3	6	3.5	3.5	0	0	7
	Education and Workforce sector	Tau Mai Te Reo – The Māori Language in Education Strategy	Yes, GDS070	4	1.5	6.5	12	3.5	4	4	4	15.5
	Education and Workforce sector	Ka Hikitia – Accelerating Success: The Māori Education Strategy	Yes, GDS071	4	1.5	7	12.5	3.5	1.5	2.5	0.5	8
	Education and Workforce sector	Tertiary Education Strategy 2014 (was jointly held between MBIE and MoE but then became solely MoE)	Yes, GDS072	3	1.5	5.5	10	2.5	2.5	0.5	0	5.5

TABLE 2: DETAILED DESCRIPTION AND SCORE BY RANK (IN DEPARTMENT ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
6	1	1.5	8.5	3.5	3	0.5	0	7	1	1	2	4	8	1.5	4	3	4	12.5	52	47=
2	0.5	3.5	6	3.5	3	0	0	6.5	0.5	1	2	0	3.5	2.5	0	1.5	2	6	31.5	124=
4	2.5	1.5	8	1	3	1.5	2.5	8	3	3.75	2	1	9.75	2	4	3	2	11	57.5	22=
3	2	0.5	5.5	1	1	0	0	2	0	0	0	0	0	0	4	3	4	11	20	144
4	1.5	1.5	7	2	1	0	0	3	3	1	3	0	7	1	0	1	2	4	34	119=
2	1.5	0.5	4	3	0	0	0	3	3.5	1	2	1	7.5	0	0	1	4	5	30.5	129=
7	3.5	1.5	12	3	2	3.5	0	8.5	3.5	3.5	3.5	3	13.5	3	2	0	2	7	62.5	12=
5.5	2	2.5	10	3.5	2	1.5	0.5	7.5	4	2	2	0.5	8.5	4	0	0	0	4	54.5	32=
5.5	2	1.5	9	2	3.5	2	0	7.5	3	0	0	0	3	4	2	2	2	10	47	70=
6	4	3.5	13.5	2.5	3.5	2	1.5	9.5	4	4	3.5	3	14.5	3.5	2	0	2	7.5	62.5	12=
7	2.5	3	12.5	2.5	0	2	0.5	5	4	3	1	0	8	1.5	2	2	2	7.5	51.75	49
5	2.5	2.5	10	3	2	0.5	0.5	6	0.5	4	3	2	9.5	2	0	0	0	2	43.5	84=
2	2	1	5	1	0	0.5	0	1.5	1	1.5	2	0.5	5	1	0	4	4	9	34	119=
4	1.5	1.5	7	2	1	0	0	3	3	1	3	0	7	1	2	2	2	7	37	110=
2.5	1	0	3.5	1	0	0.5	0	1.5	0.5	0	0	0	0.5	0	2	0	0	2	15.5	147
5	3	1.5	9.5	3	1	1	0	5	1.5	0.5	0	0	2	2	2	0	4	8	40	97=
6	1.5	1	8.5	2	4	3	2.5	11.5	1	2	2	1	6	2	0	0	0	2	44	81=
8	2.5	3.5	14	4	2	1.5	1	8.5	4	0.5	0.5	0	5	3.5	0	0	0	3.5	48.5	65
5.5	2	3	10.5	3.5	3	2	0	8.5	4	0.5	0	0	4.5	2.5	2	2	0	6.5	47	70=
6.5	2.5	3.5	12.5	3.5	4	0	1	8.5	3.5	4	3	0	10.5	2	4	4	4	14	66.5	6
5	3.5	3.5	12	1	0.5	0	0	1.5	1	0.5	0.5	0	2	0.5	0	0	2	2.5	28	136=
7.5	3.5	2.5	13.5	3.5	1.5	1	2	8	2	1.5	1	1	5.5	1	0	0	0	1	42.5	87
7	4	4	15	4	1	2.5	4	11.5	3.5	2.5	2.5	3	11.5	2	0	0	2	4	60.5	18
5.5	1	0.5	7	2	0	1	0	3	1	0	0	0	1	0	2	2	2	6	24	142
7	3	2	12	4	0.5	3.5	0	8	4	3	2	1	10	2.5	2	4	4	12.5	61.5	16
8	1.5	3.5	13	4	1	1.5	0	6.5	4	3	3.5	1	11.5	4	2	4	2	12	64	10
4	2	0	6	3	0	1	1	5	3	0	1	1	5	1	2	4	2	9	37	110=
4	2	4	10	3	3	1	0	7	0.5	2	3	0	5.5	1	2	2	0	5	50.25	56
3	2	1	6	1.5	2	0	0	3.5	3.5	3	2	0.5	9	0	2	2	4	8	38.5	106
3	1.5	3	7.5	0	0	0	0.5	0.5	3	0	0.5	0.5	4	3	4	4	4	15	52	47=
5	1.5	2	8.5	2	1	2	0	5	3	1	2	0.5	6.5	2.5	4	4	4	14.5	63	11
6	2	0.75	8.75	3.5	0.5	1	1	6	1	0.5	0.5	4	6	3.5	4	0	4	11.5	54.25	34
6	3.5	3.5	13	4	4	3	0	11	3	1	1	0	5	2	4	2	4	12	54	35=
6	3.5	3	12.5	4	1.5	2	1	8.5	2.5	1.5	2	0	6	3.5	4	4	4	15.5	70	3
8	3.5	4	15.5	3.5	2	0.5	1.5	7.5	2	3.5	3	0.5	9	4	4	4	4	16	68.5	4=
3.5	2.5	3	9	2.5	2	1.5	0	6	2.5	0	0	0	2.5	3	4	4	4	15	48	66=

Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Ministry of Education	Education and Workforce sector	Nation of Curious Minds – He Whenua Hihiri Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Yes, GDS073	3	1	6.5	10.5	3.5	2	2	0.5	8
	Education and Workforce sector	International Student Wellbeing Strategy	Yes, GDS074	1	1	5	7	1.5	0.5	4	1.25	7.25
	Education and Workforce sector	International Education Strategy – He Rautaki Mātauranga A Ao	Yes, GDS075	2	0.5	3.5	6	3	1	1	1	6
Ministry of Foreign Affairs and Trade	External sector	International Development Policy Statement	Yes, GDS076	1.5	2.5	2	6	2.5	1.5	0.5	0	4.5
	External sector	Antarctic and Southern Ocean Science	Yes, GDS077	4	0	4	8	3.5	2	4	0	9.5
	External sector	Our People Strategy	Yes, GDS078	2	1	4	7	3	2	0	1	6
Ministry of Foreign Affairs and Trade	External sector	Diversity and Inclusion Strategy 2018-2028	Yes, GDS079	4	0	4	8	2.75	2	0	0.25	5
Ministry of Health	Health sector	Reduced Waiting Times for Public Hospital Elective Services	Yes, GDS080	2.5	3	7	12.5	2.5	1	1	3	7.5
	Health sector	Palliative Care Strategy	Yes, GDS081	2	4	7.5	13.5	3.5	3	1	0.5	8
	Health sector	Primary Health Care Strategy	Yes, GDS082	2	1	4.5	7.5	3	3.5	0	1	7.5
	Health sector	Sexual and Reproductive Health Strategy – Phase One	Yes, GDS083	1	4	6.5	11.5	2.5	3	0	0	5.5
	Health sector	Health of Older People Strategy	Yes, GDS084	1	3.5	7	11.5	2.5	3.5	0	0	6
	Health sector	Youth Health 2002	Yes, GDS085	2	2.5	7	11.5	3	1.5	0	0.5	5
	Health sector	Cancer Control Strategy	Yes, GDS086	2	3.5	7.5	13	2	1.5	0	0	3.5
	Health sector	Suicide Prevention Strategy	Yes, GDS087	2	4	7.5	13.5	3.5	2.5	0	0	6
	Health sector	Medicines New Zealand	Yes, GDS088	2.5	4	3	9.5	3	2	1	3	9
	Health sector	Ambulance Service Strategy	Yes, GDS089	3	4	7.5	14.5	3.5	3	3	3	12.5
	Health sector	National Plan for Child Cancer Services in New Zealand	Yes, GDS090	1	3	7	11	3.5	2	3	0	8.5
	Health sector	Whāia Te Ao Mārama – The Māori Disability Action Plan for Disability Support Services	Yes, GDS091	2.5	2	5	9.5	2.5	2	0.5	0	5
	Health sector	Rising to the Challenge – The Mental Health and Addiction Service Development Plan	Yes, GDS092	3	4	6.5	13.5	4	3.5	2	3	12.5
	Health sector	Suicide Prevention Action Plan	Yes, GDS093	1	2	6	9	3	1	0	0.5	4.5
	Health sector	National Health IT Plan Update	Yes, GDS094	3	3.5	5.5	12	3.5	3	4	4	14.5
	Health sector	Care Closer to Home	Yes, GDS095	2.5	0	1	3.5	0	3	0	0.5	3.5
	Health sector	'Ala Mo'ui – Pathways to Pacific Health and Wellbeing	Yes, GDS096	2.5	2	6.5	11	3	1	0.5	1	5.5
	Health sector	He Korowai Oranga – Māori Health Strategy	Yes, GDS097	2.5	2	4.5	9	3	1	2.5	1	7.5
	Health sector	Cancer Plan	Yes, GDS098	2.5	3	5.5	11	3	3	4	0.5	10.5
	Health sector	Disability Support Services Strategic Plan	Yes, GDS099	2	1	6.5	9.5	2.5	1.5	1.5	1	6.5
	Health sector	Implementing Medicines New Zealand	Yes, GDS100	3	2.5	7	12.5	2.5	2	1.5	1.5	7.5
	Health sector	Cancer Health Information Strategy	Yes, GDS101	1	0	4	5	2	1	0	0	3
	Health sector	National Drug Policy 2015	Yes, GDS102	3	3	8	14	2.5	1	0.5	0	4
	Health sector	Living Well with Diabetes	Yes, GDS103	1	3	8	12	2	2	1	0	5
	Health sector	Health Strategy 2016	Yes, GDS104	1	0	3	4	1	1	0.5	0.5	3
	Health sector	Pharmacy Action Plan	Yes, GDS105	3	3	7	13	3.5	2	0	1	6.5
	Health sector	Strategy to Prevent and Minimise Gambling Harm	Yes, GDS106	1	0	7	8	2	2	4	3	11
	Health sector	Disability Strategy 2016 (jointly held between MSD and MoH)	Yes, GDS107	1	3	5	9	1	1.5	0	0.5	3
	Health sector	Faiva Ora 2016-2021 – National Pasifika Disability Plan	Yes, GDS108	3	3	8	14	4	4	0.5	0.5	9
	Health sector	Whāia Te Ao Mārama – The Māori Disability Strategy Action Plan	Yes, GDS109	0	0	3.5	3.5	2.5	2.5	0.5	0	5.5
Health sector	Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy	Yes, GDS110	3.5	3.5	4	11	3	3	3	1	10	
Health sector	Mental Health and Addiction Workforce Action Plan	Yes, GDS111	3	4	7.5	14.5	3.5	3.5	0	0.5	7.5	
Ministry of Housing and Urban Development	Social Services and Community sector	Public Housing Plan	Yes, GDS112	1	0	6	7	2.5	1.5	2	0.5	6.5
Ministry of Justice	Justice sector	Our Māori Strategy – Te Haerenga	Yes, GDS113	3.5	1	4.5	9	2.5	3.5	0	0	6

TABLE 2: DETAILED DESCRIPTION AND SCORE BY RANK (IN DEPARTMENT ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
7	4	4	15	4	1	2.5	4	11.5	3.5	2.5	2.5	3	11.5	2	0	2	4	8	64.5	9
4	3	0	7	1	0	0	0	1	0	1	0	0	1	1.5	0	2	4	7.5	30.75	128
6	4	3	13	3	0.5	1	0	4.5	2.5	3	3	0	8.5	0	2	2	4	8	46	74
3	1.5	0.5	5	2	1	0	0.5	3.5	1.5	3.5	3.5	0	8.5	0	2	1	2	5	32.5	122=
3	2	2	7	4	1	2	1	8	3	0.5	0.5	0.5	4.5	0	0	1	2	3	40	97=
4	2.5	1.75	8.25	3	1	1	0	5	0	0	1	0	1	0	4	3	4	11	38.25	107
6.5	2.5	4	13	3.5	3.5	1	0	8	2	2	4	0	8	4	4	4	4	16	58	21
5	2	1.5	8.5	4	2	0.5	0	6.5	2	0	0.5	0	2.5	0.5	0	1	2	3.5	41	93
5	3.5	1	9.5	4	1.5	2	0	7.5	3.5	0	0	0	3.5	2.5	0	1	0	3.5	45.5	75=
4	2	1.5	7.5	3	2	1	0	6	3.5	0.5	0.5	0	4.5	3	2	2	2	9	42	88=
3	3	0	6	2	2	1.5	0	5.5	3	0	0	0	3	4	0	1	0	5	36.5	113
6	4	3	13	3.5	0	1	0.5	5	4	3	3	0	10	2.5	2	2	2	8.5	54	35=
5	3.5	1.5	10	4	1	1	0.5	6.5	4	0.5	1	0	5.5	4	0	1	0	5	43.5	84=
5	4	2	11	3	1	1.5	0	5.5	3	0.5	0.5	0	4	3.5	0	1	0	4.5	41.5	91
5	3	1.5	9.5	3	2	2	0.5	7.5	3	4	4	0	11	3	4	2	0	9	56.5	26=
5	2	1.5	8.5	4	0	2	0	6	3	0	0	0	3	3	0	1	0	4	40	97=
4	2.5	3	9.5	3.5	0	0	0	3.5	3	0	0	0	3	0.5	2	1.5	2	6	49	62=
8	3	3.5	14.5	3	3	3.5	1	10.5	0.5	2	1	0	3.5	2	0	1	0	3	51	53=
4.5	3.5	1	9	3	0.5	1	0	4.5	2.5	3	3	0	8.5	1.5	0	2	4	7.5	44	81=
6.5	3.5	3	13	3.5	3	3	0	9.5	3.5	3.5	4	0	11	2	4	3	2	11	70.5	2
4.5	2.5	3.5	10.5	4	3	1	0	8	3	0	0	0	3	3	0	1	0	4	39	104=
6.5	2	3.5	12	4	2.5	3	0	9.5	3.5	0.5	1	1	6	2	2	2	2	8	62	15
2	3	1	6	0	0	1	0	1	0.5	0	0	0	0.5	0	0	1	2	3	17.5	146
5	4	4	13	4	2	2	1	9	3.5	1	0.5	0	5	4	2	3	2	11	54.5	32=
6	3.5	1	10.5	0	1.5	1	0	2.5	2	2	2	0.5	6.5	3	2	2	2	9	45	77=
7	1.5	3	11.5	3.5	0	1.5	0.5	5.5	2	0	0	0	2	0.5	2	1.5	2	6	46.5	72=
5.5	4	2	11.5	3.5	3	1.5	1	9	2.5	1.5	1.5	0.5	6	3.5	2	2.5	2	10	52.5	43=
6	3.5	1	10.5	3.5	3	2	1.5	10	3	1.5	1.5	0.5	6.5	2.5	0	1	0	3.5	50.5	55
7	2	3	12	3	0	1	0	4	2.5	0	0	0	2.5	0.5	0	0	0	0.5	27	138
7	2	3.5	12.5	3.5	1	2	0	6.5	2.5	1	0	0	3.5	1	0	1	2	4	44.5	80
7	1.5	4	12.5	3	0	1	1	5	2.5	1	0.5	0	4	0	4	3	4	11	49.5	59=
6	2	3	11	3	1	1.5	0	5.5	0	1	3	0	4	1.5	4	3	4	12.5	40	97=
8	1.5	4	13.5	3	1	1.5	0	5.5	3.5	0.5	0.5	0	4.5	1.5	0	0.5	0	2	45	77=
4.5	3	1	8.5	4	0.5	0	0	4.5	2	0	0.5	0.5	3	2	0	1	2	5	40	97=
6	3.5	3.75	13.25	4	1	0	0.5	5.5	2	4	3.5	1.5	11	2.5	4	3.5	4	14	55.75	29
3	4	4	11	4	3	2	0.5	9.5	3	4	3.5	0	10.5	2.5	2	3	4	11.5	65.5	8
5	4	1	10	3.5	3.5	1	0	8	0	0	0.5	0	0.5	2	0	2	4	8	35.5	115=
7.5	3.5	2	13	3.5	1	0.5	0	5	0.5	0	1	0	1.5	3	2	3	4	12	52.5	43=
6.5	3	3.5	13	4	3.5	0	0.5	8	0	4	2	0	6	2	2	2	2	8	57	24=
3	1.5	0.5	5	0	0.5	0	0	0.5	0.5	1	3	0	4.5	1.5	2	2	2	7.5	31	127
4	3	0.75	7.75	3	0	0	0	3	4	0	0.5	0	4.5	0	4	3	4	11	41.25	92

Government department currently holding the GDS	Government sector	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Ministry of Māori Development [known as Te Puni Kōkiri]	Māori Affairs sector	Te Rautaki Reo Māori – Māori Language Strategy 2014	Yes, GDS114	3	0	3	6	2	1	0.5	0.5	4
	Māori Affairs sector	Māori Housing Network Investment Strategy	Yes, GDS115	2.5	2.5	7	12	2	2.5	1	0.5	6
Ministry of Social Development	Social Services and Community sector	Positive Ageing Strategy	Yes, GDS116	3.5	1	7	11.5	2	0.5	0	0	2.5
	Social Services and Community sector	Youth Development Strategy Aotearoa	Yes, GDS117	3.5	3.5	7	14	3	1	1	1	6
	Social Services and Community sector	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa	Yes, GDS118	2	3	6.5	11.5	3	1	0.5	0.5	5
	Social Services and Community sector	Disability Action Plan	Yes, GDS119	2.5	1	4.5	8	3.5	0.5	0.5	0.5	5
	Social Services and Community sector	Disability Strategy 2016 (jointly held between MSD and MoH)	Yes, GDS120	1	3	5	9	1	1.5	0	0.5	3
	Social Services and Community sector	Social Housing Investment Strategy	Yes, GDS121	3	3	7	13	3	2.5	4	1	10.5
	Social Services and Community sector	Youth Investment Strategy	Yes, GDS122	2.5	0.5	4	7	2	2.25	4	1	9.25
	Social Services and Community sector	Employment and Social Outcomes Investment Strategy	Yes, GDS123	1	0	3	4	3	2	3.5	0.5	9
	Social Services and Community sector	Sign Language Strategy	Yes, GDS124	2	1	5.5	8.5	3	3.5	3.5	1.5	11.5
Ministry of Transport	Economic Development and Infrastructure sector	Safer Journeys: Road Safety Strategy 2010–2020	Yes, GDS125	3	3.5	6.5	13	3	2.5	3	3	11.5
	Economic Development and Infrastructure sector	National Airspace Policy	Yes, GDS126	2.5	2	3.5	8	2	0.5	1	1	4.5
	Economic Development and Infrastructure sector	International Air Transport Policy	Yes, GDS127	2	0.5	1.5	4	2.5	1	0	0.5	4
	Economic Development and Infrastructure sector	Intelligent Transport Systems Technology Action Plan	Yes, GDS128	3	3.5	5	11.5	3.5	3.5	0	1	8
	Economic Development and Infrastructure sector	Safer Journeys: Action Plan 2016–2020	Yes, GDS129	4	4	8	16	3	2.5	1.5	1.5	8.5
	Economic Development and Infrastructure sector	Transport Domain Plan	Yes, GDS130	1	0	4	5	3.5	1.5	0	0	5
	Economic Development and Infrastructure sector	Transport Research Strategy	Yes, GDS131	2.5	1.5	4.5	8.5	2.5	3.5	0.5	2	8.5
	Economic Development and Infrastructure sector	Framework for Shaping Our Transport System	Yes, GDS132	2	2.5	4	8.5	0.5	1.5	1.5	1	4.5
	Economic Development and Infrastructure sector	Government Policy Statement on Land Transport	Yes, GDS133	3	1	5.5	9.5	3	0	3.5	2.25	8.75
New Zealand Customs Service	External sector	Customs 2020	Yes, GDS134	4	2	6	12	2	1	0.5	1	4.5
New Zealand Security Intelligence Service	Finance and Government Administration sector	Diversity and Inclusion Strategy 2017–2020 (jointly held between GCSB and NZSIS)	Yes, GDS135	3	1.5	7	11.5	2	3	0.5	0.5	6
Oranga Tamariki—Ministry for Children	Social Services and Community sector	Children’s Action Plan	Yes, GDS136	0	1	1.5	2.5	3	2.5	0	1	6.5
	Social Services and Community sector	Youth Justice Work Programme (previously called Youth Crime Action Plan)	Yes, GDS137	3.5	3.5	7	14	3.5	2	0	0.5	6
State Services Commission	Finance and Government Administration sector	Leadership Strategy for the State Services	Yes, GDS138	2	3	6	11	2	1	1	1	5
	Finance and Government Administration sector	Open Government Partnership	Yes, GDS139	1.5	0	5.25	6.75	3	1.5	0.5	0	5
	Finance and Government Administration sector	Transforming the New Zealand Census of Population and Dwellings	Yes, GDS140	3.5	3.5	6.5	13.5	3	4	3	4	14
	Finance and Government Administration sector	2018 Census Strategy	Yes, GDS141	1	3	4	8	0.5	1	2	0	3.5
	Finance and Government Administration sector	2018 Census Data Quality Management Strategy	Yes, GDS142	1	0.5	3.5	5	1.5	1.5	0.5	0	3.5
	Finance and Government Administration sector	Open Data Action Plan	Yes, GDS143	3.5	2.5	3	9	2.5	0.5	0	1	4
	Finance and Government Administration sector	Empowering Agencies to Use Data More Effectively	Yes, GDS144	3	1	5	9	0.5	0.5	0	1	2
	Finance and Government Administration sector	Data Strategy and Roadmap for New Zealand	Yes, GDS145	2	1	4.5	7.5	2	1	0	1	4
The Treasury	Finance and Government Administration sector	Thirty Year New Zealand Infrastructure Plan	Yes, GDS146	3	2	6.5	11.5	3	1	3	1	8
	Finance and Government Administration sector	He Tirohanga Mokopuna – 2016 Statement on the Long-term Fiscal Position	Yes, GDS147	2.5	3	3.5	9	0	2.5	2	2	6.5
	Finance and Government Administration sector	He Puna Hao Pātiki – 2018 Investment Statement	Yes, GDS148	3.5	3	3	9.5	1.5	2.5	4	0	8

TABLE 2: DETAILED DESCRIPTION AND SCORE BY RANK (IN DEPARTMENT ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
4	2	2	8	3.5	0.5	2	0.5	6.5	3	4	4	2	13	3	4	4	4	15	52.5	43=
6	4	2	12	3.5	2	1	0	6.5	1	1	1	0	3	0	2	2	2	6	45.5	75=
7	3.5	2	12.5	0	1.5	2	0	3.5	3	3	3.5	0	9.5	1.5	2	4	2	9.5	49	62=
5.5	4	1.5	11	3	4	2	0	9	4	2.5	2.5	0	9	2	2	2	2	8	57	24=
6.5	4	3	13.5	4	2	1	2	9	3	3.5	3	1.5	11	1	0	0	0	1	51	53=
6	3	2.5	11.5	3.5	0.5	0	0	4	2	1	0.5	0	3.5	3	2	4	4	13	45	77=
6	3.5	3.75	13.25	4	1	0	0.5	5.5	2	4	3.5	1.5	11	2.5	4	4	4	14.5	56.25	28
4.5	3.5	1	9	0	0	1	0	1	1	0.5	1	0	2.5	0	0	2	2	4	40	97=
6.5	3.5	2.5	12.5	1	0	0.75	0.5	2.25	0.5	0	1.5	0.5	2.5	0	0	4	2	6	39.5	103
4	3	1	8	2	0	0	0	2	3	1	1	3	8	0.5	2	2	2	6.5	37.5	109
5.5	2	3	10.5	2	0.5	0.5	0	3	3.5	2	2.5	4	12	4	0	0	2	6	51.5	50=
7.5	3	3	13.5	3.5	2	1.5	2.5	9.5	2	3	3	0.5	8.5	2.5	2	4	4	12.5	68.5	4=
3.5	3	2.5	9	1	0	1	0.5	2.5	3	0.5	0.5	0	4	2.5	0	0	0	2.5	30.5	129=
3.5	1	1	5.5	1	0	0	0	1	0	0	0.5	0	0.5	0	0	0	0	0	15	148
7	3	4	14	4	2	1.5	0	7.5	3.5	1.5	1.5	3	9.5	4	0	4	0	8	58.5	20
7	0.5	3	10.5	3	0	1	0	4	4	2	1	0	7	3	0	4	0	7	53	41=
5.5	0.5	1	7	3.5	3.5	0.5	0	7.5	1	2.5	3.25	4	10.75	1	0	4	0	5	40.25	96
5	1.5	3	9.5	4	3.5	2	0.5	10	2	2	4	3.5	11.5	1	0	4	0	5	53	41=
3	2	0.25	5.25	1	0.5	0.5	2	4	0.5	0	0.5	0	1	0	2	2	2	6	29.25	134
5.5	3	3.5	12	3.5	3.5	1	1	9	0.5	1	3.5	3.5	8.5	0	4	4	4	12	59.75	19
8	3	4	15	4	0.5	1	0	5.5	3.5	0	0	0	3.5	3	4	4	4	15	55.5	30=
5	2.5	4	11.5	4	1	1	1	7	0.5	2	4	1	7.5	1	1.5	1.5	2	6	49.5	59=
2	2	3	7	3.5	0.5	1	0	5	1.5	0.5	0.5	0	2.5	1	0	2	2	5	28.5	135
7	4	4	15	4	2.5	3	0.5	10	4	0.5	3	0	7.5	3.5	2	2.5	2	10	62.5	12=
4.5	2.5	2.5	9.5	3	0	1	0	4	1.5	0	0	0	1.5	1	2	2	2	7	38	108
6	2	4	12	4	0	0.5	0	4.5	4	2	3	0	9	4	4	2	4	14	51.25	52
4	3.5	3.5	11	3	4	3	3	13	1	1	1	0	3	2.5	2	0	2	6.5	61	17
5	0.5	0	5.5	4	2.5	0	1	7.5	1	0.5	0.5	0	2	2.5	2	0	2	6.5	33	121
6	1	0	7	3.5	3.5	1	0.5	8.5	0	0	0	0	0	0.5	0	0	0	0.5	24.5	141
4	1.5	4	9.5	4	0	0.5	0	4.5	1.5	1.5	2.5	0	5.5	1.5	2	2	4	9.5	42	88=
5.5	2	2.5	10	0.5	1	0	0	1.5	0	0	1	0	1	0	2	2	2	6	29.5	133
5	2	0	7	2	0.5	0	0	2.5	1	0	0	0	1	0	2	0	4	6	28	136=
7	3	3	13	4	1	0	0	5	1.5	0	3.5	0	5	3	0	4	4	11	53.5	38=
3.5	1.5	0	5	1.5	1.5	0	1	4	0	0	0	0	0	2	2	4	2	10	34.5	117=
3.5	1.5	1.5	6.5	0	1	0	0	1	0	1	0	1	2	1.5	4	4	4	13.5	40.5	94=

Table 3: Detailed description and score by rank in sector order

Government sector	Government department currently holding the GDS	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Economic Development and Infrastructure sector	Ministry of Business, Innovation and Employment	Vision Mātauranga	Yes, GDS052	4	0.5	4.5	9	3	2	0.5	1	6.5
	Ministry of Business, Innovation and Employment	Oil Emergency Response Strategy	Yes, GDS053	1	3.5	6	10.5	2.5	2.5	0.5	0	5.5
	Ministry of Business, Innovation and Employment	Energy Efficiency and Conservation Strategy 2011-2016	Yes, GDS054	4	3.5	5.5	13	2	2	0	0	4
	Ministry of Business, Innovation and Employment	Energy Strategy	Yes, GDS055	3	4	4	11	3.5	1.5	1	0.5	6.5
	Ministry of Business, Innovation and Employment	Strategy to 2040 – He Kai Kei Aku Ringa	Yes, GDS056	4	4	5	13	3	3.5	0.5	1	8
	Ministry of Business, Innovation and Employment	Investment Attraction Strategy	Yes, GDS060	4	0	0.5	4.5	1	1	0	0.5	2.5
	Ministry of Business, Innovation and Employment	Pacific Economic Strategy	Yes, GDS061	3	3	7.5	13.5	3	1	0.5	1	5.5
	Ministry of Business, Innovation and Employment	National Statement of Science Investment	Yes, GDS062	3.5	0.5	5.5	9.5	3.5	2	3	3	11.5
	Ministry of Business, Innovation and Employment	Tourism Strategy 2016	Yes, GDS063	3	1	1.5	5.5	2.5	3.5	0	0.5	6.5
	Ministry of Business, Innovation and Employment	Energy Efficiency and Conservation Strategy 2017-2022	Yes, GDS064	3.75	3.5	7.5	14.75	4	3	0	1	8
	Ministry of Transport	Safer Journeys: Road Safety Strategy 2010-2020	Yes, GDS125	3	3.5	6.5	13	3	2.5	3	3	11.5
	Ministry of Transport	National Airspace Policy	Yes, GDS126	2.5	2	3.5	8	2	0.5	1	1	4.5
	Ministry of Transport	International Air Transport Policy	Yes, GDS127	2	0.5	1.5	4	2.5	1	0	0.5	4
	Ministry of Transport	Intelligent Transport Systems Technology Action Plan	Yes, GDS128	3	3.5	5	11.5	3.5	3.5	0	1	8
	Ministry of Transport	Safer Journeys: Action Plan 2016-2020	Yes, GDS129	4	4	8	16	3	2.5	1.5	1.5	8.5
	Ministry of Transport	Transport Domain Plan	Yes, GDS130	1	0	4	5	3.5	1.5	0	0	5
	Ministry of Transport	Transport Research Strategy	Yes, GDS131	2.5	1.5	4.5	8.5	2.5	3.5	0.5	2	8.5
	Ministry of Transport	Framework for Shaping Our Transport System	Yes, GDS132	2	2.5	4	8.5	0.5	1.5	1.5	1	4.5
	Ministry of Transport	Government Policy Statement on Land Transport	Yes, GDS133	3	1	5.5	9.5	3	0	3.5	2.25	8.75
	Education Review Office	Pacific Strategy	Yes, GDS018	1	0	2	3	0	0.5	0	0	0.5
	Ministry of Business, Innovation and Employment	Refugee Settlement	Yes, GDS057	2	0.5	3.5	6	2	1	0	1	4
	Ministry of Business, Innovation and Employment	Nation of Curious Minds – He Whenua Hihiri Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Yes, GDS059	3	1	6.5	10.5	3.5	2	2	0.5	8
	Ministry of Business, Innovation and Employment	Health and Safety at Work Strategy	Yes, GDS065	1.5	1.5	5	8	2	2	0	0	4
	Ministry of Education	Pasifika Education Plan	Yes, GDS069	3	0	3	6	3.5	3.5	0	0	7
	Ministry of Education	Tau Mai Te Reo – The Māori Language in Education Strategy	Yes, GDS070	4	1.5	6.5	12	3.5	4	4	4	15.5
	Ministry of Education	Ka Hikitia – Accelerating Success: The Māori Education Strategy	Yes, GDS071	4	1.5	7	12.5	3.5	1.5	2.5	0.5	8
Ministry of Education	Tertiary Education Strategy 2014 (was jointly held between MBIE and MoE but then became solely MoE)	Yes, GDS072	3	1.5	5.5	10	2.5	2.5	0.5	0	5.5	
Ministry of Education	Nation of Curious Minds – He Whenua Hihiri Te Mahara: A National Strategic Plan for Science In Society (jointly held between MoE and MBIE)	Yes, GDS073	3	1	6.5	10.5	3.5	2	2	0.5	8	
Ministry of Education	International Student Wellbeing Strategy	Yes, GDS074	1	1	5	7	1.5	0.5	4	1.25	7.25	
Ministry of Education	International Education Strategy – He Rautaki Mātauranga A Ao	Yes, GDS075	2	0.5	3.5	6	3	1	1	1	6	
Environment sector	Department of Conservation	Biodiversity Strategy	Yes, GDS001	3	4	7	14	3	3.5	0.5	0.5	7.5

TABLE 3: DETAILED DESCRIPTION AND SCORE BY RANK (IN SECTOR ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSS
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
5	3	1.5	9.5	3	1	1	0	5	1.5	0.5	0	0	2	2	2	0	4	8	40	97=
6	1.5	1	8.5	2	4	3	2.5	11.5	1	2	2	1	6	2	0	0	0	2	44	81=
5.5	2	3	10.5	3.5	3	2	0	8.5	4	0.5	0	0	4.5	2.5	2	2	0	6.5	47	70=
8	2.5	3.5	14	4	2	1.5	1	8.5	4	0.5	0.5	0	5	3.5	0	0	0	3.5	48.5	65
6.5	2.5	3.5	12.5	3.5	4	0	1	8.5	3.5	4	3	0	10.5	2	4	4	4	14	66.5	6
5.5	1	0.5	7	2	0	1	0	3	1	0	0	0	1	0	2	2	2	6	24	142
7	3	2	12	4	0.5	3.5	0	8	4	3	2	1	10	2.5	2	4	4	12.5	61.5	16
8	1.5	3.5	13	4	1	1.5	0	6.5	4	3	3.5	1	11.5	4	2	4	2	12	64	10
4	2	0	6	3	0	1	1	5	3	0	1	1	5	1	2	4	2	9	37	110=
4	2	4	10	3	3	1	0	7	0.5	2	3	0	5.5	1	2	2	0	5	50.25	56
7.5	3	3	13.5	3.5	2	1.5	2.5	9.5	2	3	3	0.5	8.5	2.5	2	4	4	12.5	68.5	4=
3.5	3	2.5	9	1	0	1	0.5	2.5	3	0.5	0.5	0	4	2.5	0	0	0	2.5	30.5	129=
3.5	1	1	5.5	1	0	0	0	1	0	0	0.5	0	0.5	0	0	0	0	0	15	148
7	3	4	14	4	2	1.5	0	7.5	3.5	1.5	1.5	3	9.5	4	0	4	0	8	58.5	20
7	0.5	3	10.5	3	0	1	0	4	4	2	1	0	7	3	0	4	0	7	53	41=
5.5	0.5	1	7	3.5	3.5	0.5	0	7.5	1	2.5	3.25	4	10.75	1	0	4	0	5	40.25	96
5	1.5	3	9.5	4	3.5	2	0.5	10	2	2	4	3.5	11.5	1	0	4	0	5	53	41=
3	2	0.25	5.25	1	0.5	0.5	2	4	0.5	0	0.5	0	1	0	2	2	2	6	29.25	134
5.5	3	3.5	12	3.5	3.5	1	1	9	0.5	1	3.5	3.5	8.5	0	4	4	4	12	59.75	19
3	3	0.5	6.5	3	0.25	1	0	4.25	0	0	0	0	0	0	2	2	4	8	22.25	143
5	3.5	3.5	12	1	0.5	0	0	1.5	1	0.5	0.5	0	2	0.5	0	0	2	2.5	28	136=
7	4	4	15	4	1	2.5	4	11.5	3.5	2.5	2.5	3	11.5	2	0	0	2	4	60.5	18
3	2	1	6	1.5	2	0	0	3.5	3.5	3	2	0.5	9	0	2	2	4	8	38.5	106
6	3.5	3.5	13	4	4	3	0	11	3	1	1	0	5	2	4	2	4	12	54	35=
6	3.5	3	12.5	4	1.5	2	1	8.5	2.5	1.5	2	0	6	3.5	4	4	4	15.5	70	3
8	3.5	4	15.5	3.5	2	0.5	1.5	7.5	2	3.5	3	0.5	9	4	4	4	4	16	68.5	4=
3.5	2.5	3	9	2.5	2	1.5	0	6	2.5	0	0	0	2.5	3	4	4	4	15	48	66=
7	4	4	15	4	1	2.5	4	11.5	3.5	2.5	2.5	3	11.5	2	0	2	4	8	64.5	9
4	3	0	7	1	0	0	0	1	0	1	0	0	1	1.5	0	2	4	7.5	30.75	128
6	4	3	13	3	0.5	1	0	4.5	2.5	3	3	0	8.5	0	2	2	4	8	46	74
6.5	3	3	12.5	3.5	2	1	0	6.5	3.5	0.5	0.5	0.5	5	3	0	4	4	11	56.5	26=

Government sector	Government department currently holding the GDS	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Environment sector	Department of Conservation	Subantarctic Islands Research Strategy	Yes, GDS002	2	3	6	11	3	3	1	0.5	7.5
	Department of Conservation	Hector's and Maui's Dolphin Threat Management Plan	Yes, GDS003	1.5	4	7.5	13	4	4	0.5	1	9.5
	Department of Conservation	National Education Strategy 2010-2030	Yes, GDS004	3.25	0	1	4.25	2	0.25	0.5	0.5	3.25
	Department of Conservation	Information Systems Strategic Plan	Yes, GDS005	3.5	1	4	8.5	3.5	3.5	0	0	7
	Department of Conservation	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Yes, GDS006	2.5	0.5	7	10	3.5	2.5	0	0	6
	Department of Conservation	National Compliance Strategy	Yes, GDS007	1.5	3	3	7.5	3	2.5	0.5	1.5	7.5
	Ministry for the Environment	Urban Design Protocol	Yes, GDS043	4	4	5	13	3	4	0.5	1	8.5
	Ministry for the Environment	National Implementation Plan Under the Stockholm Convention on Persistent Organic Pollutants	Yes, GDS044	3	3	6	12	4	0.5	4	4	12.5
	Ministry for the Environment	Waste Strategy	Yes, GDS045	3	4	4	11	2	3	1	0.5	6.5
	Ministry for the Environment	Clean Healthy Air for All New Zealanders	Yes, GDS046	1.5	4	8	13.5	2	1.5	0	0.5	4
	Ministry for the Environment	Hitting the Mark – Our Strategic Plan to 2045	Yes, GDS047	3	1.5	6.75	11.25	3	4	0	0.5	7.5
	Ministry for the Environment	Mātauranga Whakauka Taiao – Environmental Education for Sustainability (jointly held between DoC and MfE)	Yes, GDS048	2.5	0.5	7	10	3.5	2.5	0	0	6
	Ministry for the Environment	Our Science Strategy – Rautaki Pūtaiao	Yes, GDS049	3	0	4	7	3	1.5	1	1	6.5
	Ministry for the Environment	Essential Freshwater (jointly held between MPI and MfE)	Yes, GDS050	1	0.5	6	7.5	3	1	0.5	1	5.5
Ministry for the Environment	Shared Interests in Freshwater	Yes, GDS051	1.5	0	3.5	5	2	0.5	0	0.5	3	
External sector	Ministry of Defence	Defence Capability Plan 2014	Yes, GDS066	2	2.5	6.5	11	3.5	4	2.5	4	14
	Ministry of Defence	Defence White Paper 2016	Yes, GDS067	3.5	4	7	14.5	4	4	3	3	14
	Ministry of Defence	Strategic Defence Policy Statement	Yes, GDS068	3	4	7	14	3.5	3.5	0	1	8
	Ministry of Foreign Affairs and Trade	International Development Policy Statement	Yes, GDS076	1.5	2.5	2	6	2.5	1.5	0.5	0	4.5
	Ministry of Foreign Affairs and Trade	Antarctic and Southern Ocean Science	Yes, GDS077	4	0	4	8	3.5	2	4	0	9.5
	Ministry of Foreign Affairs and Trade	Our People Strategy	Yes, GDS078	2	1	4	7	3	2	0	1	6
	Ministry of Foreign Affairs and Trade	Diversity and Inclusion Strategy 2018-2028	Yes, GDS079	4	0	4	8	2.75	2	0	0.25	5
	New Zealand Customs Service	Customs 2020	Yes, GDS134	4	2	6	12	2	1	0.5	1	4.5
Finance and Government Administration sector	Department of Internal Affairs	Te Huri Mōhiotanga Hei Uara: Nga Tohutohu Rautaki Ki 2030 – Turning Knowledge into Value: Strategic Directions to 2030	Yes, GDS014	2.5	1	0.5	4	1.5	2	0	0	3.5

TABLE 3: DETAILED DESCRIPTION AND SCORE BY RANK (IN SECTOR ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
2	2.5	0.5	5	0.5	2	2.5	0.5	5.5	3	3	2	4	12	3.5	0	0	2	5.5	46.5	72=
5.5	3.5	2.5	11.5	2.5	3.5	1	1	8	2.5	1.5	1	0	5	0.5	0	0	2	2.5	49.5	59=
6.5	3.5	2.5	12.5	0.5	0	0.5	0	1	0.5	0	0	0	0.5	1	4	4	0	9	30.5	129=
6.5	1	3.5	11	3.5	2	1	0.5	7	4	4	3.5	2.5	14	2	2	4	2	10	57.5	22=
5	2.5	2.5	10	3	2	0.5	0.5	6	0.5	4	3	2	9.5	2	4	4	4	14	55.5	30=
2.5	1	0.5	4	2	0	0	0.5	2.5	2	0	0	1	3	1	0	0	0	1	25.5	139
7	3.5	1.5	12	3	2	3.5	0	8.5	3.5	3.5	3.5	3	13.5	3	2	0	2	7	62.5	12=
5.5	2	2.5	10	3.5	2	1.5	0.5	7.5	4	2	2	0.5	8.5	4	0	0	0	4	54.5	32=
5.5	2	1.5	9	2	3.5	2	0	7.5	3	0	0	0	3	4	2	2	2	10	47	70=
6	4	3.5	13.5	2.5	3.5	2	1.5	9.5	4	4	3.5	3	14.5	3.5	2	0	2	7.5	62.5	12=
7	2.5	3	12.5	2.5	0	2	0.5	5	4	3	1	0	8	1.5	2	2	2	7.5	51.75	49
5	2.5	2.5	10	3	2	0.5	0.5	6	0.5	4	3	2	9.5	2	0	0	0	2	43.5	84=
2	2	1	5	1	0	0.5	0	1.5	1	1.5	2	0.5	5	1	0	4	4	9	34	119=
4	1.5	1.5	7	2	1	0	0	3	3	1	3	0	7	1	2	2	2	7	37	110=
2.5	1	0	3.5	1	0	0.5	0	1.5	0.5	0	0	0	0.5	0	2	0	0	2	15.5	147
3	1.5	3	7.5	0	0	0	0.5	0.5	3	0	0.5	0.5	4	3	4	4	4	15	52	47=
5	1.5	2	8.5	2	1	2	0	5	3	1	2	0.5	6.5	2.5	4	4	4	14.5	63	11
6	2	0.75	8.75	3.5	0.5	1	1	6	1	0.5	0.5	4	6	3.5	4	0	4	11.5	54.25	34
3	1.5	0.5	5	2	1	0	0.5	3.5	1.5	3.5	3.5	0	8.5	0	2	1	2	5	32.5	122=
3	2	2	7	4	1	2	1	8	3	0.5	0.5	0.5	4.5	0	0	1	2	3	40	97=
4	2.5	1.75	8.25	3	1	1	0	5	0	0	1	0	1	0	4	3	4	11	38.25	107
6.5	2.5	4	13	3.5	3.5	1	0	8	2	2	4	0	8	4	4	4	4	16	58	21
8	3	4	15	4	0.5	1	0	5.5	3.5	0	0	0	3.5	3	4	4	4	15	55.5	30=
4.5	2	2	8.5	1	0	0	0	1	4	0	1	0	5	0	2	1	0	3	25	140

Government sector	Government department currently holding the GDS	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Finance and Government Administration sector	Department of Internal Affairs	Archives 2057 Strategy	Yes, GDS015	3	3.5	5	11.5	2.5	3	0	1	6.5
	Department of the Prime Minister and Cabinet	National Civil Defence Emergency Management Strategy	Yes, GDS016	1	3	8	12	3	4	0	0	7
	Department of the Prime Minister and Cabinet	Cyber Security Strategy 2015	Yes, GDS017	4	3.5	4	11.5	1.5	1.5	0.5	0.5	4
	Government Communications Security Bureau	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	Yes, GDS019	3	1.5	7	11.5	2	3	0.5	0.5	6
	Inland Revenue Department	Our Corporate Strategy	Yes, GDS020	3	3	4	10	2.5	1	0	0	3.5
	New Zealand Security Intelligence Service	Diversity and Inclusion Strategy 2017-2020 (jointly held between GCSB and NZSIS)	Yes, GDS135	3	1.5	7	11.5	2	3	0.5	0.5	6
	State Services Commission	Leadership Strategy for the State Services	Yes, GDS138	2	3	6	11	2	1	1	1	5
	State Services Commission	Open Government Partnership	Yes, GDS139	1.5	0	5.25	6.75	3	1.5	0.5	0	5
	Statistics New Zealand	Transforming the New Zealand Census of Population and Dwellings	Yes, GDS140	3.5	3.5	6.5	13.5	3	4	3	4	14
	Statistics New Zealand	2018 Census Strategy	Yes, GDS141	1	3	4	8	0.5	1	2	0	3.5
	Statistics New Zealand	2018 Census Data Quality Management Strategy	Yes, GDS142	1	0.5	3.5	5	1.5	1.5	0.5	0	3.5
	Statistics New Zealand	Open Data Action Plan	Yes, GDS143	3.5	2.5	3	9	2.5	0.5	0	1	4
	Statistics New Zealand	Empowering Agencies to Use Data More Effectively	Yes, GDS144	3	1	5	9	0.5	0.5	0	1	2
	Statistics New Zealand	Data Strategy and Roadmap for New Zealand	Yes, GDS145	2	1	4.5	7.5	2	1	0	1	4
	The Treasury	Thirty Year New Zealand Infrastructure Plan	Yes, GDS146	3	2	6.5	11.5	3	1	3	1	8
	The Treasury	He Tirohanga Moko-puna – 2016 Statement on the Long-term Fiscal Position	Yes, GDS147	2.5	3	3.5	9	0	2.5	2	2	6.5
The Treasury	He Puna Hao Pātiki – 2018 Investment Statement	Yes, GDS148	3.5	3	3	9.5	1.5	2.5	4	0	8	
Health sector	Ministry of Health	Reduced Waiting Times for Public Hospital Elective Services	Yes, GDS080	2.5	3	7	12.5	2.5	1	1	3	7.5
	Ministry of Health	Palliative Care Strategy	Yes, GDS081	2	4	7.5	13.5	3.5	3	1	0.5	8
	Ministry of Health	Primary Health Care Strategy	Yes, GDS082	2	1	4.5	7.5	3	3.5	0	1	7.5
	Ministry of Health	Sexual and Reproductive Health Strategy – Phase One	Yes, GDS083	1	4	6.5	11.5	2.5	3	0	0	5.5
	Ministry of Health	Health of Older People Strategy	Yes, GDS084	1	3.5	7	11.5	2.5	3.5	0	0	6
	Ministry of Health	Youth Health 2002	Yes, GDS085	2	2.5	7	11.5	3	1.5	0	0.5	5
	Ministry of Health	Cancer Control Strategy	Yes, GDS086	2	3.5	7.5	13	2	1.5	0	0	3.5

TABLE 3: DETAILED DESCRIPTION AND SCORE BY RANK (IN SECTOR ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
6	2	1.5	9.5	1	0.5	0	0.5	2	1	1	1	0	3	0	4	2	2	8	40.5	94=
4.5	3.5	2.5	10.5	4	3	2	0	9	4	0.5	0	0	4.5	2.5	2	2	2	8.5	51.5	50=
7	4	1	12	3.5	0.5	1.5	0	5.5	1.5	1	0	0	2.5	1.5	4	4	4	13.5	49	62=
5	2.5	4	11.5	4	1	1	1	7	0.5	2	4	1	7.5	1	2.5	2.5	4	10	53.5	38=
6.75	2	3	11.75	4	3.5	1	2.75	11.25	1	2	1	0	4	0	4	4	4	12	52.5	43=
5	2.5	4	11.5	4	1	1	1	7	0.5	2	4	1	7.5	1	1.5	1.5	2	6	49.5	59=
4.5	2.5	2.5	9.5	3	0	1	0	4	1.5	0	0	0	1.5	1	2	2	2	7	38	108
6	2	4	12	4	0	0.5	0	4.5	4	2	3	0	9	4	4	2	4	14	51.25	52
4	3.5	3.5	11	3	4	3	3	13	1	1	1	0	3	2.5	2	0	2	6.5	61	17
5	0.5	0	5.5	4	2.5	0	1	7.5	1	0.5	0.5	0	2	2.5	2	0	2	6.5	33	121
6	1	0	7	3.5	3.5	1	0.5	8.5	0	0	0	0	0	0.5	0	0	0	0.5	24.5	141
4	1.5	4	9.5	4	0	0.5	0	4.5	1.5	1.5	2.5	0	5.5	1.5	2	2	4	9.5	42	88=
5.5	2	2.5	10	0.5	1	0	0	1.5	0	0	1	0	1	0	2	2	2	6	29.5	133
5	2	0	7	2	0.5	0	0	2.5	1	0	0	0	1	0	2	0	4	6	28	136=
7	3	3	13	4	1	0	0	5	1.5	0	3.5	0	5	3	0	4	4	11	53.5	38=
3.5	1.5	0	5	1.5	1.5	0	1	4	0	0	0	0	0	2	2	4	2	10	34.5	117=
3.5	1.5	1.5	6.5	0	1	0	0	1	0	1	0	1	2	1.5	4	4	4	13.5	40.5	94=
5	2	1.5	8.5	4	2	0.5	0	6.5	2	0	0.5	0	2.5	0.5	0	1	2	3.5	41	93
5	3.5	1	9.5	4	1.5	2	0	7.5	3.5	0	0	0	3.5	2.5	0	1	0	3.5	45.5	75=
4	2	1.5	7.5	3	2	1	0	6	3.5	0.5	0.5	0	4.5	3	2	2	2	9	42	88=
3	3	0	6	2	2	1.5	0	5.5	3	0	0	0	3	4	0	1	0	5	36.5	113
6	4	3	13	3.5	0	1	0.5	5	4	3	3	0	10	2.5	2	2	2	8.5	54	35=
5	3.5	1.5	10	4	1	1	0.5	6.5	4	0.5	1	0	5.5	4	0	1	0	5	43.5	84=
5	4	2	11	3	1	1.5	0	5.5	3	0.5	0.5	0	4	3.5	0	1	0	4.5	41.5	91

Government sector	Government department currently holding the GDS	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Health sector	Ministry of Health	Suicide Prevention Strategy	Yes, GDS087	2	4	7.5	13.5	3.5	2.5	0	0	6
	Ministry of Health	Medicines New Zealand	Yes, GDS088	2.5	4	3	9.5	3	2	1	3	9
	Ministry of Health	Ambulance Service Strategy	Yes, GDS089	3	4	7.5	14.5	3.5	3	3	3	12.5
	Ministry of Health	National Plan for Child Cancer Services in New Zealand	Yes, GDS090	1	3	7	11	3.5	2	3	0	8.5
	Ministry of Health	Whāia Te Ao Mārama – The Māori Disability Action Plan for Disability Support Services	Yes, GDS091	2.5	2	5	9.5	2.5	2	0.5	0	5
	Ministry of Health	Rising to the Challenge – The Mental Health and Addiction Service Development Plan	Yes, GDS092	3	4	6.5	13.5	4	3.5	2	3	12.5
	Ministry of Health	Suicide Prevention Action Plan	Yes, GDS093	1	2	6	9	3	1	0	0.5	4.5
	Ministry of Health	National Health IT Plan Update	Yes, GDS094	3	3.5	5.5	12	3.5	3	4	4	14.5
	Ministry of Health	Care Closer to Home	Yes, GDS095	2.5	0	1	3.5	0	3	0	0.5	3.5
	Ministry of Health	'Ala Mo'ui – Pathways to Pacific Health and Wellbeing	Yes, GDS096	2.5	2	6.5	11	3	1	0.5	1	5.5
	Ministry of Health	He Korowai Oranga – Māori Health Strategy	Yes, GDS097	2.5	2	4.5	9	3	1	2.5	1	7.5
	Ministry of Health	Cancer Plan	Yes, GDS098	2.5	3	5.5	11	3	3	4	0.5	10.5
	Ministry of Health	Disability Support Services Strategic Plan	Yes, GDS099	2	1	6.5	9.5	2.5	1.5	1.5	1	6.5
	Ministry of Health	Implementing Medicines New Zealand	Yes, GDS100	3	2.5	7	12.5	2.5	2	1.5	1.5	7.5
	Ministry of Health	Cancer Health Information Strategy	Yes, GDS101	1	0	4	5	2	1	0	0	3
	Ministry of Health	National Drug Policy 2015	Yes, GDS102	3	3	8	14	2.5	1	0.5	0	4
	Ministry of Health	Living Well with Diabetes	Yes, GDS103	1	3	8	12	2	2	1	0	5
	Ministry of Health	Health Strategy 2016	Yes, GDS104	1	0	3	4	1	1	0.5	0.5	3
	Ministry of Health	Pharmacy Action Plan	Yes, GDS105	3	3	7	13	3.5	2	0	1	6.5
	Ministry of Health	Strategy to Prevent and Minimise Gambling Harm	Yes, GDS106	1	0	7	8	2	2	4	3	11
	Ministry of Health	Disability Strategy 2016 (jointly held between MSD and MoH)	Yes, GDS107	1	3	5	9	1	1.5	0	0.5	3
	Ministry of Health	Faiva Ora 2016–2021 – National Pasifika Disability Plan	Yes, GDS108	3	3	8	14	4	4	0.5	0.5	9
	Ministry of Health	Where I Live; How I Live – Disability Support Services Community Residential Support Services Strategy	Yes, GDS110	3.5	3.5	4	11	3	3	3	1	10
Ministry of Health	Whāia Te Ao Mārama – The Māori Disability Strategy Action Plan	Yes, GDS109	0	0	3.5	3.5	2.5	2.5	0.5	0	5.5	
Ministry of Health	Mental Health and Addiction Workforce Action Plan	Yes, GDS111	3	4	7.5	14.5	3.5	3.5	0	0.5	7.5	

TABLE 3: DETAILED DESCRIPTION AND SCORE BY RANK (IN SECTOR ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
5	3	1.5	9.5	3	2	2	0.5	7.5	3	4	4	0	11	3	4	2	0	9	56.5	26=
5	2	1.5	8.5	4	0	2	0	6	3	0	0	0	3	3	0	1	0	4	40	97=
4	2.5	3	9.5	3.5	0	0	0	3.5	3	0	0	0	3	0.5	2	1.5	2	6	49	62=
8	3	3.5	14.5	3	3	3.5	1	10.5	0.5	2	1	0	3.5	2	0	1	0	3	51	53=
4.5	3.5	1	9	3	0.5	1	0	4.5	2.5	3	3	0	8.5	1.5	0	2	4	7.5	44	81=
6.5	3.5	3	13	3.5	3	3	0	9.5	3.5	3.5	4	0	11	2	4	3	2	11	70.5	2
4.5	2.5	3.5	10.5	4	3	1	0	8	3	0	0	0	3	3	0	1	0	4	39	104=
6.5	2	3.5	12	4	2.5	3	0	9.5	3.5	0.5	1	1	6	2	2	2	2	8	62	15
2	3	1	6	0	0	1	0	1	0.5	0	0	0	0.5	0	0	1	2	3	17.5	146
5	4	4	13	4	2	2	1	9	3.5	1	0.5	0	5	4	2	3	2	11	54.5	32=
6	3.5	1	10.5	0	1.5	1	0	2.5	2	2	2	0.5	6.5	3	2	2	2	9	45	77=
7	1.5	3	11.5	3.5	0	1.5	0.5	5.5	2	0	0	0	2	0.5	2	1.5	2	6	46.5	72=
5.5	4	2	11.5	3.5	3	1.5	1	9	2.5	1.5	1.5	0.5	6	3.5	2	2.5	2	10	52.5	43=
6	3.5	1	10.5	3.5	3	2	1.5	10	3	1.5	1.5	0.5	6.5	2.5	0	1	0	3.5	50.5	55
7	2	3	12	3	0	1	0	4	2.5	0	0	0	2.5	0.5	0	0	0	0.5	27	138
7	2	3.5	12.5	3.5	1	2	0	6.5	2.5	1	0	0	3.5	1	0	1	2	4	44.5	80
7	1.5	4	12.5	3	0	1	1	5	2.5	1	0.5	0	4	0	4	3	4	11	49.5	59=
6	2	3	11	3	1	1.5	0	5.5	0	1	3	0	4	1.5	4	3	4	12.5	40	97=
8	1.5	4	13.5	3	1	1.5	0	5.5	3.5	0.5	0.5	0	4.5	1.5	0	0.5	0	2	45	77=
4.5	3	1	8.5	4	0.5	0	0	4.5	2	0	0.5	0.5	3	2	0	1	2	5	40	97=
6	3.5	3.75	13.25	4	1	0	0.5	5.5	2	4	3.5	1.5	11	2.5	4	3.5	4	14	55.75	29
3	4	4	11	4	3	2	0.5	9.5	3	4	3.5	0	10.5	2.5	2	3	4	11.5	65.5	8
7.5	3.5	2	13	3.5	1	0.5	0	5	0.5	0	1	0	1.5	3	2	3	4	12	52.5	43=
5	4	1	10	3.5	3.5	1	0	8	0	0	0.5	0	0.5	2	0	2	4	8	35.5	115=
6.5	3	3.5	13	4	3.5	0	0.5	8	0	4	2	0	6	2	2	2	2	8	57	24=

Government sector	Government department currently holding the GDS	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Justice sector	Department of Corrections	National Historic Heritage Strategy	Yes, GDS008	3	1	8	12	2.5	0	0	0	2.5
	Department of Corrections	Our Drug and Alcohol Strategy Through to 2020	Yes, GDS009	2.5	0.5	6	9	4	1	2.5	1	8.5
	Department of Corrections	Health and Safety Strategy 2016-2020	Yes, GDS010	1	1	5	7	1	0	0.5	0.5	2
	Department of Corrections	Change Lives Shape Futures: Investing in Better Mental Health for Offenders	Yes, GDS011	2	0.5	5.5	8	4	1.5	4	0.5	10
	Department of Corrections	Change Lives Shape Futures: Reducing Re-offending Among Māori	Yes, GDS012	2	0.5	3.5	6	1.5	1.5	3	1	7
	Department of Corrections	Change Lives Shape Futures: Wahine - E rere ana ki te Pae Hou - Women's Strategy	Yes, GDS013	2	2	5.5	9.5	2.5	1.5	1	0	5
	Ministry of Justice	Our Māori Strategy - Te Haereanga	Yes, GDS113	3.5	1	4.5	9	2.5	3.5	0	0	6
Māori Affairs sector	Ministry of Māori Development [known as Te Puni Kōkiri]	Te Rautaki Reo Māori - Māori Language Strategy 2014	Yes, GDS114	3	0	3	6	2	1	0.5	0.5	4
	Ministry of Māori Development [known as Te Puni Kōkiri]	Māori Housing Network Investment Strategy	Yes, GDS115	2.5	2.5	7	12	2	2.5	1	0.5	6
Primary sector	Land Information New Zealand	Power of 'Where' Drives New Zealand's Success	Yes, GDS021	4	1	6	11	2	1.5	0.5	4	8
	Land Information New Zealand	Cadastre 2034	Yes, GDS022	3.5	2	7	12.5	3	4	2.5	3.5	13
	Land Information New Zealand	Positioning Strategy	Yes, GDS023	3.5	0.5	4.5	8.5	2.5	1	0	0	3.5
	Land Information New Zealand	He Whāriki Maurua - Business with Māori Strategy	Yes, GDS024	2	0	6	8	3.5	2	0.5	1	7
	Land Information New Zealand	Topographic Strategy	Yes, GDS025	2.5	1	7	10.5	2	1.5	1	2	6.5
	Land Information New Zealand	Outcomes Framework	Yes, GDS026	1	4	7.5	12.5	2	2.5	0.5	0	5
	Land Information New Zealand	Crown Property Strategy	Yes, GDS027	2.5	1	1	4.5	1	2	1	1	5
	Ministry for Primary Industries	Biosecurity Science Strategy for New Zealand - Mahere Rautaki Putaiao Whakamaru	Yes, GDS030	4	3.5	7	14.5	4	3	4	3	14
	Ministry for Primary Industries	Harvest Strategy Standard for New Zealand Fisheries	Yes, GDS031	2	1	2	5	0.5	0.5	0	0	1
	Ministry for Primary Industries	Cadmium and New Zealand Agriculture and Horticulture	Yes, GDS032	1.5	3.5	7.5	12.5	2	3	0	3.5	8.5
	Ministry for Primary Industries	Research and Science Information Standard for New Zealand Fisheries	Yes, GDS033	1	0	2	3	1	1	1	0	3
	Ministry for Primary Industries	Aquaculture Strategy and Five-year Action Plan to Support Aquaculture	Yes, GDS034	3	2	5	10	3	0	0	0	3
	Ministry for Primary Industries	Animal Welfare Matters	Yes, GDS035	3	1	6	10	2	0.5	0	0.5	3
	Ministry for Primary Industries	Science Strategy - Rautaki Putaiao	Yes, GDS036	3	3	3	9	4	2.5	4	0	10.5
	Ministry for Primary Industries	Biosecurity 2025 Direction Statement	Yes, GDS037	3.5	3	4.5	11	4	0.5	0.5	0	5
	Ministry for Primary Industries	Campylobacter Risk Management Strategy 2017	Yes, GDS038	1.5	0.5	4	6	2	1.5	0	0	3.5

TABLE 3: DETAILED DESCRIPTION AND SCORE BY RANK (IN SECTOR ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
3	1.5	1	5.5	3.5	0.5	3	0	7	2	0	0.5	0	2.5	1	0	0	0	1	30.5	129=
6.5	4	2	12.5	3.5	0.5	1	0.5	5.5	2	0.5	0	0	2.5	3	2	3	4	12	50	57=
5.5	2	1	8.5	4	0	0.5	0	4.5	2	0	0	0	2	3	4	4	4	15	39	104=
5	3.5	0.5	9	1	1	0	0	2	0	0.5	0	0	0.5	0	2	1	2	5	34.5	117=
4	3.5	1.5	9	3	0	0.5	0.5	4	0	0.5	0.5	0.5	1.5	0	2	1	2	5	32.5	122=
4.5	3.5	1	9	3	0	0.5	0	3.5	0.5	0	0.5	1	2	0	2	2	4	8	37	110=
4	3	0.75	7.75	3	0	0	0	3	4	0	0.5	0	4.5	0	4	3	4	11	41.25	92
4	2	2	8	3.5	0.5	2	0.5	6.5	3	4	4	2	13	3	4	4	4	15	52.5	43=
6	4	2	12	3.5	2	1	0	6.5	1	1	1	0	3	0	2	2	2	6	45.5	75=
6	3	1	10	0.5	0	3	0.5	4	3	0	0	0	3	1.5	4	4	2	11.5	47.5	69
6	3	1	10	3.5	1	2.5	1	8	3.5	1	1	1	6.5	1.5	2	0	0	3.5	53.5	38=
7	2	3.5	12.5	3	0	2.5	0	5.5	3.5	0	0	0	3.5	2.5	4	0	2	8.5	42	88=
7.5	2	0	9.5	3	0	2.5	0.5	6	3.5	0	0	0	3.5	2	4	4	0	10	44	81=
6	3	2	11	4	1	2	1	8	3	0.5	1	0.5	5	1	4	0	2	7	48	66=
4.75	2	2	8.75	3	3	1	1.5	8.5	1	0	2.5	0	3.5	3.5	4	4	4	15.5	53.75	37
3.75	1	1	5.75	3	0	0	0.5	3.5	1	1	0.5	1	3.5	1	2	2	4	9	31.25	126
8	4	4	16	4	3.5	2.5	2	12	4	4	3	2.5	13.5	2	0	1	0	3	73	1
5.5	1.5	3.5	10.5	1.5	0.5	1	1	4	3.5	2.5	1	0	7	2.5	2	2	2	8.5	36	114
6.5	3	3	12.5	2.5	1.5	4	0.5	8.5	3	0	1.5	1.5	6	0	0	0	0	0	48	66=
5	1	1.5	7.5	1.5	0	1	0	2.5	2	0	0	0	2	0	0	0	0	0	18	145
4.5	1.5	4	10	4	0.5	1	0	5.5	3	0	0	0	3	3	0	1	0	4	35.5	115=
5.5	0.5	0	6	2.5	0	1	0	3.5	0.5	1.5	0	0	2	1	2	2	2	7	31.5	124=
7	0	3.5	10.5	3.5	0	1.5	2	7	2.5	2	2.5	1	8	2	2	1	0	5	50	57=
6	1	1.5	8.5	3.5	3	0.5	0	7	1	1	2	4	8	1.5	4	3	4	12.5	52	47=
2	0.5	3.5	6	3.5	3	0	0	6.5	0.5	1	2	0	3.5	2.5	0	1.5	2	6	31.5	124=

Government sector	Government department currently holding the GDS	Name of strategy on GDS Index	In operation as at 31 December 2018? [148]	1. Opportunities and Threats				2. Capabilities and Resources				
				1.1 (4)	1.2 (4)	1.3 (8)	Total	2.1 (4)	2.2 (4)	2.3 (4)	2.4 (4)	Total
Primary sector	Ministry for Primary Industries	Primary Sector Science Roadmap – Te Ao Tūroa	Yes, GDS039	4	2.75	7	13.75	2	1	4	0	7
	Ministry for Primary Industries	Growing and Protecting New Zealand	Yes, GDS040	1.5	0	0	1.5	0	0	0	0	0
	Ministry for Primary Industries	Essential Freshwater (jointly held between MPI and MfE)	Yes, GDS041	1	0.5	6	7.5	3	1	0.5	1	5.5
	Ministry for Primary Industries	National Blue Cod Strategy	Yes, GDS042	1	1.5	6	8.5	2.5	0	0	0	2.5
Social Services and Community sector	Ministry for Culture and Heritage	Cultural Sector Strategic Framework	Yes, GDS028	3.5	2	8	13.5	3	2.5	2	2	9.5
	Ministry for Pacific Peoples	Pacific Languages Framework	Yes, GDS029	3	1	6	10	2	1	0	0	3
	Ministry of Business, Innovation and Employment	He Whare Āhuru He Oranga Tāngata – The Māori Housing Strategy	Yes, GDS058	3	1.5	4	8.5	1	1.5	2	1.5	6
	Ministry of Housing and Urban Development	Public Housing Plan	Yes, GDS112	1	0	6	7	2.5	1.5	2	0.5	6.5
	Ministry of Social Development	Positive Ageing Strategy	Yes, GDS116	3.5	1	7	11.5	2	0.5	0	0	2.5
	Ministry of Social Development	Youth Development Strategy Aotearoa	Yes, GDS117	3.5	3.5	7	14	3	1	1	1	6
	Ministry of Social Development	Caring for the Carers – He Atawhai i te Hunga Ngākau Oha o Aotearoa	Yes, GDS118	2	3	6.5	11.5	3	1	0.5	0.5	5
	Ministry of Social Development	Disability Action Plan	Yes, GDS119	2.5	1	4.5	8	3.5	0.5	0.5	0.5	5
	Ministry of Social Development	Disability Strategy 2016 (jointly held between MSD and MoH)	Yes, GDS120	1	3	5	9	1	1.5	0	0.5	3
	Ministry of Social Development	Social Housing Investment Strategy	Yes, GDS121	3	3	7	13	3	2.5	4	1	10.5
	Ministry of Social Development	Youth Investment Strategy	Yes, GDS122	2.5	0.5	4	7	2	2.25	4	1	9.25
	Ministry of Social Development	Employment and Social Outcomes Investment Strategy	Yes, GDS123	1	0	3	4	3	2	3.5	0.5	9
	Ministry of Social Development	Sign Language Strategy	Yes, GDS124	2	1	5.5	8.5	3	3.5	3.5	1.5	11.5
	Oranga Tamariki–Ministry for Children	Children's Action Plan	Yes, GDS136	0	1	1.5	2.5	3	2.5	0	1	6.5
	Oranga Tamariki–Ministry for Children	Youth Justice Work Programme (previously called Youth Crime Action Plan)	Yes, GDS137	3.5	3.5	7	14	3.5	2	0	0.5	6

TABLE 3: DETAILED DESCRIPTION AND SCORE BY RANK (IN SECTOR ORDER AND HIGHEST TO LOWEST)

3. Vision and Benefits				4. Approach and Focus					5. Implementation and Accountability					6. Alignment and Authority					Total score	Rank out of 148 operational GDSs
3.1 (8)	3.2 (4)	3.3 (4)	Total	4.1 (4)	4.2 (4)	4.3 (4)	4.4 (4)	Total	5.1 (4)	5.2 (4)	5.3 (4)	5.4 (4)	Total	6.1 (4)	6.2 (4)	6.3 (4)	6.4 (4)	Total		
4	2.5	1.5	8	1	3	1.5	2.5	8	3	3.75	2	1	9.75	2	4	3	2	11	57.5	22=
3	2	0.5	5.5	1	1	0	0	2	0	0	0	0	0	0	4	3	4	11	20	144
4	1.5	1.5	7	2	1	0	0	3	3	1	3	0	7	1	0	1	2	4	34	119=
2	1.5	0.5	4	3	0	0	0	3	3.5	1	2	1	7.5	0	0	1	4	5	30.5	129=
7	2	2	11	3.5	3	3	1.5	11	2.5	2.5	2	2	9	0	4	4	4	12	66	7
7	3.5	1	11.5	3.5	1	4	0	8.5	2	2	1	0	5	0	2	1	2	5	43	86
7.5	3.5	2.5	13.5	3.5	1.5	1	2	8	2	1.5	1	1	5.5	1	0	0	0	1	42.5	87
3	1.5	0.5	5	0	0.5	0	0	0.5	0.5	1	3	0	4.5	1.5	2	2	2	7.5	31	127
7	3.5	2	12.5	0	1.5	2	0	3.5	3	3	3.5	0	9.5	1.5	2	4	2	9.5	49	62=
5.5	4	1.5	11	3	4	2	0	9	4	2.5	2.5	0	9	2	2	2	2	8	57	24=
6.5	4	3	13.5	4	2	1	2	9	3	3.5	3	1.5	11	1	0	0	0	1	51	53=
6	3	2.5	11.5	3.5	0.5	0	0	4	2	1	0.5	0	3.5	3	2	4	4	13	45	77=
6	3.5	3.75	13.25	4	1	0	0.5	5.5	2	4	3.5	1.5	11	2.5	4	4	4	14.5	56.25	28
4.5	3.5	1	9	0	0	1	0	1	1	0.5	1	0	2.5	0	0	2	2	4	40	97=
6.5	3.5	2.5	12.5	1	0	0.75	0.5	2.25	0.5	0	1.5	0.5	2.5	0	0	4	2	6	39.5	103
4	3	1	8	2	0	0	0	2	3	1	1	3	8	0.5	2	2	2	6.5	37.5	109
5.5	2	3	10.5	2	0.5	0.5	0	3	3.5	2	2.5	4	12	4	0	0	2	6	51.5	50=
2	2	3	7	3.5	0.5	1	0	5	1.5	0.5	0.5	0	2.5	1	0	2	2	5	28.5	135
7	4	4	15	4	2.5	3	0.5	10	4	0.5	3	0	7.5	3.5	2	2.5	2	10	62.5	12=



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