

Vote Public Service

APPROPRIATION MINISTER(S): Minister for the Public Service (M66), Lead Coordination Minister for the Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-based Institutions (M114)

DEPARTMENT ADMINISTERING THE VOTE: Public Service Commission (A36)

RESPONSIBLE MINISTER FOR PUBLIC SERVICE COMMISSION: Minister for the Public Service

Overview of the Vote

The Minister for the Public Service is responsible for appropriations in Vote Public Service for the 2025/26 financial year covering:

- a total of over \$32 million to support decision-making by Ministers on Government policy matters and lead the Public Service to achieve better outcomes and improve public services for New Zealanders
- a total of \$2 million to support the strengthening of the public sector in Pacific Island countries and territories through the Public Service Fale
- a total of nearly \$21 million for the remuneration and related employment costs of chief executives employed by the Commission
- a total of \$200,000 for payments associated with New Zealand's membership of the Open Government Partnership, and
- a total of \$367,000 for departmental capital expenditure for minor furniture and IT replacements.

The Lead Coordination Minister for the Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-based Institutions is responsible for appropriations in Vote Public Service for the 2025/26 financial year covering:

- a total of nearly \$19 million to support the Crown's response for survivors following the Abuse in Care Inquiry, including designing a new Redress System as agreed by Cabinet, and
- a total of \$700,000 to support survivors access the services they need to engage with the redress process.

Details of these appropriations are set out in Parts 2-4.

Details of Appropriations and Capital Injections

Annual Appropriations and Forecast Permanent Appropriations

Titles and Scopes of Appropriations by Appropriation Type	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Departmental Output Expenses			
Leadership of the Public Management System (M66) (A36) This appropriation is limited to ensuring the Public Management System has the design, capability and performance to deliver public services, and providing advice and services to support Ministers to discharge their portfolio responsibilities relating to the Public Management System.	35,704	35,404	32,269
Public Service Fale (M66) (A36) This appropriation is limited to supporting the strengthening of the public sector in Pacific Island countries and territories through the establishment and delivery of the Public Service Fale.	4,194	4,194	2,000
Responding to the Abuse in Care Inquiry (M114) (A36) This appropriation is limited to supporting the delivery of the Government's response to the Abuse in Care Inquiry.	10,241	7,441	18,500
Total Departmental Output Expenses	50,139	47,039	52,769
Departmental Capital Expenditure			
Public Service Commission - Capital Expenditure PLA (M66) (A36) This appropriation is limited to the purchase or development of assets by and for the use of the Public Service Commission, as authorised by section 24(1) of the Public Finance Act 1989.	623	623	367
Total Departmental Capital Expenditure	623	623	367
Non-Departmental Other Expenses			
Open Government Partnership (M66) (A36) This appropriation is limited to payments associated with New Zealand's membership of the Open Government Partnership.	200	200	200
Remuneration and Related Employment Costs of Chief Executives (M66) (A36) This appropriation is limited to the remuneration and costs relating to the employment of chief executives employed by the Public Service Commissioner.	22,167	22,117	20,780
Total Non-Departmental Other Expenses	22,367	22,317	20,980
Multi-Category Expenses and Capital Expenditure			
Lake Alice Unit Torture Redress Payments MCA (M114) (A36) The single overarching purpose of this appropriation is to support and enable redress payments to survivors of torture at the Lake Alice Child and Adolescent Unit.	21,570	21,570	700
Non-Departmental Output Expenses			
Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit This category is limited to supporting survivors of torture at the Lake Alice Child and Adolescent Unit to access the services they need to engage with the redress process.	2,010	2,010	550
Non-Departmental Other Expenses			
Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit This category is limited to redress payments for survivors of torture at the Lake Alice Child and Adolescent Unit.	19,560	19,560	150
Total Multi-Category Expenses and Capital Expenditure	21,570	21,570	700
Total Annual Appropriations and Forecast Permanent Appropriations	94,699	91,549	74,816

Capital Injection Authorisations

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Public Service Commission - Capital Injection (M66) (A36)	-	-	-

Supporting Information

Part 1 - Vote as a Whole

1.1 - New Policy Initiatives

Policy Initiative	Appropriation	2024/25 Final Budgeted \$000	2025/26 Budget \$000	2026/27 Estimated \$000	2027/28 Estimated \$000	2028/29 Estimated \$000
Addressing the Wrongs of the Past - Redress for Abuse in Care	Responding to the Abuse in Care Inquiry (M114)	-	5,745	8,252	3,272	1,164
	Departmental Output Expense					
Crown Response Office (time limited operating funding)	Responding to the Abuse in Care Inquiry (M114)	-	12,755	13,809	-	-
	Departmental Output Expense					
Redress for torture at the Lake Alice Child and Adolescent Unit	Lake Alice Unit Torture Redress Payments MCA (M114)					
	• Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit	2,010	550	-	-	-
	Non-Departmental Output Expenses					
	• Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit	19,560	150	-	-	-
	Non-Departmental Other Expenses					
	Responding to the Abuse in Care Inquiry (M114)	410	-	-	-	-
	Departmental Output Expense					
Total Initiatives		21,980	19,200	22,061	3,272	1,164

1.2 - Trends in the Vote

Summary of Financial Activity

	2020/21	2021/22	2022/23	2023/24	2024/25		2025/26			2026/27	2027/28	2028/29
	Actual \$000	Actual \$000	Actual \$000	Actual \$000	Final Budgeted \$000	Estimated Actual \$000	Departmental Transactions Budget \$000	Non- Departmental Transactions Budget \$000	Total Budget \$000	Estimated \$000	Estimated \$000	Estimated \$000
Appropriations												
Output Expenses	45,969	46,330	50,785	52,250	50,139	47,039	52,769	-	52,769	54,379	35,610	32,972
Benefits or Related Expenses	-	-	-	-	-	-	N/A	-	-	-	-	-
Borrowing Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	15,450	18,483	18,474	19,692	22,367	22,317	-	20,980	20,980	21,480	21,480	21,480
Capital Expenditure	822	584	999	146	623	623	367	-	367	100	100	100
Intelligence and Security Department Expenses and Capital Expenditure	-	-	-	-	-	-	-	N/A	-	-	-	-
Multi-Category Expenses and Capital Expenditure (MCA)												
<i>Output Expenses</i>	-	-	-	-	2,010	2,010	-	550	550	-	-	-
<i>Other Expenses</i>	-	-	-	-	19,560	19,560	-	150	150	-	-	-
<i>Capital Expenditure</i>	-	-	-	-	-	-	N/A	-	-	-	-	-
Total Appropriations	62,241	65,397	70,258	72,088	94,699	91,549	53,136	21,680	74,816	75,959	57,190	54,552
Crown Revenue and Capital Receipts												
Tax Revenue	-	-	-	-	-	-	N/A	-	-	-	-	-
Non-Tax Revenue	14,900	17,712	16,886	18,836	20,422	20,422	N/A	20,035	20,035	20,035	20,035	20,035
Capital Receipts	-	-	-	-	-	-	N/A	-	-	-	-	-
Total Crown Revenue and Capital Receipts	14,900	17,712	16,886	18,836	20,422	20,422	N/A	20,035	20,035	20,035	20,035	20,035

Note - where restructuring of the vote has occurred then, to the extent practicable, prior years information has been restated as if the restructuring had occurred before the beginning of the period covered. In this instance Total Appropriations for the Budgeted and Estimated Actual year may not equal Total Annual Appropriations and Forecast Permanent Appropriations and Multi-Year Appropriations in the Details of Appropriations and Capital Injections.

Adjustments to the Summary of Financial Activity Table Due to Vote Restructuring

There have been no restructuring adjustments to prior year information in the Summary of Financial Activity table.

1.3 - Analysis of Significant Trends

Details of significant movements within each appropriation type are detailed below.

Appropriations

Output Expenses

Output expenses have generally been trending upwards to the current financial year. The increasing expenditure is due to:

- new investment in the Commission to ease ongoing cost pressures
- the introduction of new functions which recover their own costs (including the Leadership Development Centre, the Public Service Fale, the Clerical and Administration Pay Equity Claims team, and the Employee-led Networks team)
- the Crown Response Office joining the Commission from Oranga Tamariki in 2024/25, which offset the decrease in the Commission in the same year from savings initiatives and the disestablishment of the Social Wellbeing Agency.

The forecast for next year and outyears is for small increases followed by a significant decrease in expenditure. This is due to the Crown Response Office, who have time-limited funding until the 2027/28 period as per the Policy Initiative table above. The new reduced forecast from 2027/28 is significantly lower than expenditure before the Crown Response Office joined the Commission due to:

- the disestablishment of the Social Wellbeing Agency (a Departmental Agency of the Commission)
- a reduction in the Commission's funding, resulting from the end of the Pay Equity Centre of Excellence funding (which was time-limited until June 2024), and the Commission's contributions to the new Government's savings initiatives
- the end of the Clerical and Administration Pay Equity Claims team, which recovered its funding from other agencies
- the end of the currently agreed funding for the Public Service Fale.

Other Expenses

Other expenses have been steadily increasing over time. This is due to:

- the number of Public Service agencies increasing overtime, resulting in a subsequent increase in the number of chief executives
- remuneration increases for chief executives.

The actuals for 2020/21 were lower than would otherwise be anticipated due to chief executives accepting a 20% pay reduction for 6 months during COVID-19.

Capital Expenditure

Capital expenditure has remained at a fairly consistent level. This expenditure has covered the Commission's growth in size over recent years (with a resultant need for more floor space and IT equipment), including the acquisition of the Leadership Development Centre, Public Service Fale, Clerical and Administration Pay Equity team, Employee Led Networks and the Social Wellbeing Agency and their respective capital costs.

The Commission expects capital expenditure to reduce in future years as we are moving to a new location which will cover leasehold improvements and furniture and fittings, and the Commission is decreasing in size.

Multi-Category Expenses and Capital Expenditure (MCA)

MCA expenditure relates to the payments to survivors of torture at the Lake Alice Child and Adolescent Unit for redress and support to engage in the redress process. This impacts 2024/25 most significantly, with a small amount of expenditure forecast in 2025/26.

Crown Revenue and Capital Receipts

Non-Tax Revenue

Non-tax revenue represents the reimbursements received from departments for funding chief executives. This has been increasing over time for the same reasons chief executive expenditure has been increasing (refer above).

Part 2 - Details of Departmental Appropriations

2.1 - Departmental Output Expenses

Leadership of the Public Management System (M66) (A36)

Scope of Appropriation

This appropriation is limited to ensuring the Public Management System has the design, capability and performance to deliver public services, and providing advice and services to support Ministers to discharge their portfolio responsibilities relating to the Public Management System.

Expenses and Revenue

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	35,704	35,404	32,269
Revenue from the Crown	27,282	27,282	27,586
Revenue from Others	8,422	7,922	4,683

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve a higher performing public sector through delivery of policy advice and leadership of the Public management system by ensuring that the Public Service is collectively responsible and works together, learning what works best and using it to improve performance for customers and having the people, institutions and approach to respond effectively to the needs of New Zealanders today and in the future.

How Performance will be Assessed and End of Year Reporting Requirements

	2024/25		2025/26
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
Oversight of performance and integrity of the system			
Respondents in the Kiwis Count trust and confidence survey for the financial year agree, or strongly agree that, based on their last service experience, they could trust public servants to do what is right (see Notes 1 and 2)	80%	80%	80%
The Kiwis Count trust and confidence survey is run by the Commission with reporting provided quarterly that identifies the public's perceptions and experiences of trust and confidence in public services (see Note 3)	Released within 8 weeks of receipt of the data	Released within 8 weeks of receipt of the data	Released within 8 weeks of receipt of the data
The Commission recognises the contribution of public servants through the coordination of annual awards and recognition events by recognising and publicising the recipients within one month of the medal's award	100%	100%	100%
The Commission publishes Official Information Act (OIA) request statistics for government agencies that are subject to the Act every six months within three months of the end of the reporting period or as otherwise agreed with the Office of the Ombudsman	Achieved	Achieved	Achieved

	2024/25		2025/26
Assessment of Performance	Final Budgeted Standard	Estimated Actual	Budget Standard
Chief executive and agency performance management			
The Commission works with Public Service chief executives to agree individual development plans and set performance expectations that take account of the Government's priorities, targets and work programme:			
<ul style="list-style-type: none"> 100% of eligible CEs have a development plan and performance agreement agreed for the relevant performance period (see Notes 4, 5, 6) 	100%	100%	100%
Public Service chief executives will have their performance accounted for in assessing eligibility for performance pay (see Notes 7 and 8)	100%	0%	100%
A succession plan is developed for the chief executive position of Public Service agencies:			
<ul style="list-style-type: none"> 100% of chief executive positions have a succession plan (see Note 9) 	100%	100%	100%
The Commission reports the remuneration of Public Service chief executives every financial year:			
<ul style="list-style-type: none"> 100% of all chief executive remuneration published 	100%	100%	100%
Chief executive appointments			
The Commission meets its statutory requirements for appointment, reappointment and transfer of Public Service chief executives:			
<ul style="list-style-type: none"> 100% of appointment, reappointment and transfer of Public Service chief executives meets statutory requirements (see Notes 10 and 11) 	100%	100%	100%
Review of the design and operation of the system of government agencies			
The Commission completes an agreed number of Performance Improvement Reviews for the financial year and the reviews are published online (see Notes 12 and 13)	3-6 reviews	1 review	As agreed with the Minister
Follow-up engagement with chief executives is held on progress an agency has made against the findings and recommendations of the review, within 6 months of Performance Improvement Review publication (see Notes 14 and 15)	100%	100%	100%
Leadership strategy and capability			
The Commission strengthens Public Service leadership through the Leadership Development Centre (LDC):			
<ul style="list-style-type: none"> All Public Service departments are members of LDC (see Notes 16 and 17) 	100%	100%	100%
The Commission through the Leadership Development Centre strengthens leadership practices by delivering Te Putanga Leadership in Practice:			
<ul style="list-style-type: none"> Participants of Te Putanga Leadership in Practice programme agree or strongly agree it made me an effective leader (see Note 18) 	80%	80%	80%
Workforce			
The Commission collects and publishes Public Service workforce data annually (see Note 18)	Published no later than 15 December	Achieved	Published no later than 15 December
Heads of Human Resources surveyed across the Public Service agree or strongly agree that the Commission engages responsively with them and supports a coordinated approach to workforce issues across the system (see Note 19)	70%	70%	70%

	2024/25		2025/26
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
The Commission develops and maintains workforce guidance to support agencies in line with Government expectations in any current or future Government Workforce Policy Statement (see Notes 20 and 21)	Achieved	Achieved	Achieved
Minister and Parliamentary Services			
Minister for the Public Service has satisfaction with policy advice (see Notes 22 and 23)	80%	80%	80%
Technical quality of policy advice papers assessed using the Policy Quality Framework (see Notes 24 and 25)	70%	70%	70%

Note 1 - This is a measure of quality and impact. Quality of our leadership of the system will impact the result of this measure. The Kiwis Count survey provides reliable reporting on trust and confidence in the Public Service. These measures determine the success of the Public Service in promoting trust through acting constitutionally and ethically in delivering improved outcomes and better services; and connecting New Zealander's trust to the service experience they have received. This enables a better understanding of the drivers of trust, allowing us to be responsive to how we deliver our services.

Note 2 - Kiwis Count trust and confidence results are measured quarterly and are publicly available on the Commission's website. The Kiwis Count survey includes a large question set. All respondents who confirm they have 'used or had contact with a Public Service organisation' within the last 12 months receive the question with regard to the Public Service "Overall, you can trust them to do what is right". Respondents provide a numeric response on a 1-5 scale (1=strongly disagree, 5=strongly agree). The scale also has an 'N/A' option. Respondents who select a rating of 4 or 5 on the scale are considered to have agreed or strongly agreed what they could trust public servants to do what is right. Responses are collated by the Commission and the proportion of respondents who have selected 4 or 5 are reported.

Note 3 - This is a measure of timeliness. The Kiwis Count survey provides reliable reporting on trust and confidence in the Public Service. Kiwis Count trust and confidence results are measured quarterly and are publicly available on the Commission's website. Kiwis Count participants are a nationally representative sample from an online panel. Approximately 2,000 people will take part every three months and around 8,000 every year.

Note 4 - This measure focuses on developing current and potential chief executives to ensure a continuous pipeline of capable, high-performing leaders for senior roles within the Public Service. It applies solely to substantive appointments, excluding acting appointments.

Note 5 - The Commission has an established process for monitoring and tracking the performance of Public Service chief executives. This process takes into account the Government's priorities, targets, and work programmes to ensure alignment and effective performance.

Note 6 - Performance is measured by the proportion of chief executives who have formally agreed to performance expectations. Evidence of agreement can be provided through signed performance expectations, a letter of assurance from the chief executive, email correspondence confirming formal agreement between the Commission and the Chief Executive, or other similar documentation.

Disclosure - This is a new measure for 2025/26 that aligns with the Commission's ongoing efforts to strengthen the chief executive performance management system and the intent of the changes to the Public Service Act.

Note 7 - This measure relates to the Government's policy of implementing performance pay for Public Service chief executives. Performance payments for Public Service chief executives are linked to the delivery of key indicators and specific expectations set out in performance expectations agreed by the Public Service Commissioner.

Note 8 - This is measured through the Public Service Commissioner annually assessing the performance of Public Service chief executives within the context of the specific expectations they have met throughout the year. The Commission draws on a broad base of information and evidence, including insights and feedback from Ministers, to inform these assessments. The assessments inform the extent to which Public Service chief executives are awarded eligible performance payments.

Note 9 - This measure is focussed on developing chief executives and their replacements to ensure a pipeline of capable high-performing people for senior leadership roles in the Public Service. Ensuring capable leadership delivers better outcomes and services across the Public Service and enables the Public Service to be prepared to meet future challenges.

Note 10 - The Public Service Act 2020 defines one of the Commissioner's functions as the appointment of the leaders of the Public Service. The requirements that the Commissioner must comply with when appointing, reappointing, or transferring chief executives are detailed in Section 44(d) and Schedule 7 of the Public Service Act 2020. This measure aligns to trust and legitimacy and our system leadership role. The transparency and robustness of the appointment process for chief executives is fundamental to ensuring trust and confidence in the Public Service. This supports our vision of a Public Service acting constitutionally and ethically.

Note 11 - The Commission retains evidence of compliance with each of the requirements which can be made available. The assessment of individual candidates, and the deliberations of panels, will not be made available, instead compliance will be recorded in the register of chief executive appointments with all of the requirements consolidated into one overall 'the Commission has complied with all requirements' field. This evidence may include (depending on the nature of the appointment/reappointment/transfer): Correspondence with Ministers and the Governor-General in council to advise of vacancies, make recommendations and receive decisions; Public notification of the role; and Selection and meeting dates of the selection panel. At the end of the year, a sample of chief executive appointments are reviewed and the compliance within the sample used to indicate compliance across all appointments.

Note 12 - The Performance Improvement Review Programme aims to lift the overall capability of the public service. Reviews take a forward-looking approach and are led by independent Lead Reviewers. Reports are published on the Commission website.

Note 13 - The specific number of reviews for each year would be agreed with the Minister.

Disclosure - The measure description has been revised to clarify that the number of reviews for each year will be agreed upon with the Minister. Additionally, the budget standard has been updated from the previous range of "3-6 reviews" to a number to be determined in consultation with the Minister.

Note 14 - The findings of the reviews are based on the agency's self-assessment, corporate documents, and insights gathered through interviews and workshops with agency staff, other agencies, stakeholders, and central agency officials. The recommendations provide a forward-looking perspective, outlining the expectations for the agency and addressing potential challenges it may encounter in meeting those expectations.

Note 15 - The identified areas for improvement, along with the corresponding actions, will be closely monitored through regular follow-up engagements with chief executives.

Disclosure - The measure description has been amended to clarify that it pertains to progress made in response to the findings and recommendations of the review.

Note 16 - The Leadership Development Centre (LDC) is the primary vehicle for system-wide leadership development. LDC works in partnership with Public Service agencies to design and implement common core development. These measures through the LDC focuses on creating great public service leaders, united around a spirit of service and skilled in working together to achieve positive results for New Zealanders. The Public Service Leaders Summit brings together the senior leadership across the Public Service to promote the vision, strategy, and culture of the Public Service and how this will deliver better outcomes and services for Aotearoa New Zealand and New Zealanders. Career Boards collectively focus on creating a strong, diverse, and inclusive pool of senior public service leaders so they are better prepared to lead the Public Service into the future and promotes our diversity and inclusion goal, ensuring our leadership is reflective of the communities we serve.

Note 17 - Public Service departments pay a membership subscription to the LDC. Membership of the LDC includes all organisations defined as Public Service departments under the Public Service Act 2020.

Note 18 - This is a measure of quality, aligned to our role in developing leadership capability. The LDC facilitates the flagship 9-month development programme - Te Putanga | Leadership in Practice - for experienced Public Service leaders who are ready to transform their leadership impact and grow strategic influence across the Public Service. LDC support three programmes during the reporting year. Evaluations are conducted after each cohort. The Commission requests respondents provide a numeric response on a 1-5 scale (1=strongly disagree, 5=strongly agree). Respondents who select a rating of 4 or 5 on the scale, agree or strongly agree Te Putanga made me an effective leader. Evaluations are conducted after each cohort. Responses are collated by the Commission and the proportion of respondents who have selected 4 or 5 are reported.

Note 19 - The data which the Commission collects gives us the information on public sector occupations, workforce size, the regional workforce and workforce diversity and inclusion.

Note 20 - This is measured through a satisfaction survey of the Heads of Human Resources (HR) in Public Service Leadership Team agencies through an annual survey. With the HR Head of Profession model, the Commission enables improved HR practices; promotes the use and visibility of common guidance to improve interoperability; grows and leads communities of practices and provides channels for collaboration and sharing of information.

Note 21 - This measure is linked to the Government's expectations under the Government Workforce Policy Statement. As part of this, the Commission has stewardship responsibilities to develop a highly capable Public Service workforce that reflects the diversity of the society it serves and to ensure fair and equitable employment. The quality of our workforce guidance and advice will have an impact on this outcome.

Note 22 - At present this measure is a review of our workforce guidance in the year, to ensure it is relevant and in line with Government expectations. This 'achieved' target is a placeholder as we develop a 'quality measurement approach'.

Note 23 - This is a measure of quality and are a requirement under the Policy Project led by Department of Prime Minister and Cabinet. The Minister for the Public Service is surveyed to assess satisfaction with the Commission's policy advice received during the financial year. The quality of our policy advice to the Minister demonstrates our commitment to accountability and transparency and leadership of the public management system, which enable better outcomes and services, and trust and confidence in the Public Service.

Note 24 - The Minister for the Public Service is surveyed to assess satisfaction with policy advice provided during the reporting period. Policy advice papers provided to the Minister for the Public Service for presentation to, and endorsement by, Cabinet. The rating measures Ministers' satisfaction on a scale from 1 to 10, where 1 means unsatisfied and 10 means extremely satisfied. Internal assessment of the quality of the Commission's policy advice is based on a five-point scale: 1=Unacceptable; 2=Poor; 3=Acceptable; 4=Good; 5=Outstanding.

Note 25 - This is a measure of quality and are a requirement under the policy project led by Department of Prime Minister and Cabinet. The Minister for the Public Service is surveyed to assess satisfaction with the Commission's policy advice received during the financial year. The quality of our policy advice to the Minister demonstrates our commitment to accountability and transparency and leadership of the public management system, which enable better outcomes and services, and trust and confidence in the Public Service.

Note 26 - Policy advice provided by the Commission is reviewed by a panel in accordance with the guidance for assessment panels in the Policy Quality Framework. Papers are independently scored by panel members, and moderated through, before arriving at an overall score. The Commission looks at a random selection of papers, adjusted to ensure spread across business groups, of all policy papers provided to Ministers. This includes policy briefings, Cabinet papers, and related/similar material.

Existing Measure Removed in 2025/26	
<ul style="list-style-type: none"> The Public Service reflects the Communities we serve: Ethnic Diversity in the Public Service workforce continues to be maintained 	Disclosure: This measure has been removed from 2025/26 in to reflect an updated work programme and broader focus on ensuring the diversity of talent and experience that is needed for a high performing public service.
Contractor and consultant operating expenditure (OPEX) across the public sector is reduced by \$400 million from 2022/23 expenditure levels by 30 June 2025	Disclosure: This work is scheduled for completion in the 2025/26 period, and as a result, the measure has been removed from the 2025/26 period. The removal reflects the anticipated completion of the initiative within the expected timeframe.
The Commission strengthens senior leadership and management capability of the Public Service through implementation of the Leadership Strategy for New Zealand's Public Service, initially focused on leaders in Te Pae Turuki Public Service Leaders Group (PSLG) positions	Disclosure: This measure has been removed in 2024/25 due to the ongoing refresh and modernisation of System-wide Talent Management practices. Development Boards have been paused as agencies focus on strengthening their ability to identify and nurture top talent through more consistent and effective practices. As a result, this measure is no longer relevant.
The Commission works with Public Service chief executives to agree individual development plans: <ul style="list-style-type: none"> 100% of chief executives have an agreed development plan 	Disclosure: This measure has been removed for the 2025/26 period and integrated into a single, streamlined measure. This approach aligns with the Commission's ongoing efforts to strengthen the chief executive performance management system and the intent of the changes to the Public Service Act.
The Commission works with Public Service chief executives to set performance expectations for supporting the Crown in its relationships with Māori and developing capability to engage with Māori and understand Māori perspectives: <ul style="list-style-type: none"> 100% of agreed performance expectations include a requirement to develop and maintain the capability of the Public Service to engage with Māori and understand Māori perspectives 	Disclosure: Whilst the expectation is that chief executives continue to support the Crown in this way, this measure has been removed for the 2025/26 period and integrated into a single, streamlined measure. This approach aligns with the Commission's ongoing efforts to strengthen the chief executive performance management system and the intent of the changes to the Public Service Act.
Public Service chief executive expectations are set annually by the Public Service Commissioner and take account of the Government's priorities, targets and work programme	Disclosure: This measure has been removed for the 2025/26 period and integrated into a single, streamlined measure. This approach aligns with the Commission's ongoing efforts to strengthen the chief executive performance management system and the intent of the changes to the Public Service Act.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in the 2025/26 Annual Report.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2024/25 Final Budgeted \$000	2025/26 Budget \$000	2026/27 Estimated \$000	2027/28 Estimated \$000	2028/29 Estimated \$000
Current Government						
Reduction in Back Office Functions - Public Service Commission	2024/25	(2,100)	(1,800)	(1,800)	(1,800)	(1,800)
Previous Government						
Public Sector Pay Adjustment - drawdown on tagged contingency	2023/24	1,006	1,006	1,006	1,006	1,006
Delivering on the Public Service Commission's core functions, system leadership and Government expectations	2022/23	900	900	900	900	900
Continuing to deliver on the Commission's core functions, system leadership and Government expectations	2022/23	2,000	2,000	2,000	2,000	2,000
Delivering on the Public Service Commission's core functions, system leadership and Government expectations	2021/22	1,622	1,622	1,622	1,622	1,622

Reasons for Change in Appropriation

The decrease in this appropriation for 2025/26 is due to a decrease of:

- \$3.739 million in reduced revenue received from Departments and other parties in 2025/26.
The decreases in revenue compared to 2024/25 consist of:
 - \$1.184 million to recognise secondments from the Commission to other agencies
 - \$980,000 for the Health Assurance Review which was fully recovered from Health New Zealand
 - \$767,000 for the contribution from the Ministry for Regulation towards shared services provided by the Commission
 - \$596,000 for the investigation into Fire and Emergency New Zealand (fully recovered), and the inquiry into the protection of personal information (funded equally by 7 Public Service agencies, including the Commission)
 - \$202,000 to adjust for increase revenues expected for the Leadership Development Centre
 - \$100,000 to recognise the increased contribution from the Ministry for Women for the work the Commission is doing to close gender pay gap, and
 - an offsetting of \$90,000 to acknowledge adjustments in the Papa Pounamu Levy
- \$1 million reflecting a capital to operating swap made by the Commission to assist with the anticipated costs of change processes
- \$356,000 reflecting an expense transfer from 2023/24 into 2024/25 to assist with the anticipated costs of change processes, and
- \$100,000 reflecting an expense transfer from 2023/24 into 2024/25 due to a delay in the second phase of the Digital Platform Project.

This decrease is partially offset by an increase of:

- \$1.460 million reflecting an expense transfer from 2024/25 into outyears made by the Commission to enable the management of future cost pressures such as inflation and remuneration increases. The expense transfer from 2024/25 was \$1.100 million but the net impact in 2025/26 is an increase of \$1.460 million as 2024/25 decreased by \$1.100 million and 2025/26 increased by \$360,000 (the remaining \$740,000 has been transferred into 2026/27 and 2027/28), and
- \$300,000 reflecting the change in the savings resulting from a reduction in back-office functions from \$2.100 million in 2024/25 to \$1.800 million in 2025/26.

Memorandum Account

	2024/25		2025/26
	Budgeted \$000	Estimated Actual \$000	Budget \$000
Leadership Development Centre			
Opening Balance at 1 July	1,254	1,139	620
Revenue	3,243	3,511	3,243
Expenses	(3,243)	(4,030)	(3,243)
Transfers and Adjustments	-	-	-
Closing Balance at 30 June	1,254	620	620

	2024/25		2025/26
	Budgeted \$000	Estimated Actual \$000	Budget \$000
Employee Led Networks			
Opening Balance at 1 July	431	401	435
Revenue	698	117	-
Expenses	(698)	(83)	-
Transfers and Adjustments	-	-	(435)
Closing Balance at 30 June	431	435	0

Public Service Fale (M66) (A36)

Scope of Appropriation

This appropriation is limited to supporting the strengthening of the public sector in Pacific Island countries and territories through the establishment and delivery of the Public Service Fale.

Expenses and Revenue

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	4,194	4,194	2,000
Revenue from the Crown	-	-	-
Revenue from Others	4,194	4,194	2,000

What is Intended to be Achieved with this Appropriation

This appropriation is intended to strengthen Pacific public services to be more trusted, adaptable, results driven, gender inclusive, and people centred.

How Performance will be Assessed and End of Year Reporting Requirements

	2024/25		2025/26
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
Pacific Public Service Commissioners who agree the Public Service Fale supports their goals and strengthens public services in their country (see Notes 1 and 2)	80%	80%	80%
The Commission through the Public Service Fale supports relationship building and knowledge exchange between Pacific countries and territories:			
<ul style="list-style-type: none"> The Public Service Fale supports delivery of the Annual Pacific Public Service Commissioners Conference (see Note 3) 	1	1	1
The Commission through the Public Service Fale supports Pacific Public Service Commissioners to develop system leadership capability:			
<ul style="list-style-type: none"> Percentage of Pacific public servants who have completed Public Service Fale leadership programmes/courses/webinars/workshops would recommend future participation to a colleague (see Note 4) 	80%	80%	80%
<ul style="list-style-type: none"> Percentage of participants agree the Public Service Fale mentoring programme improved leadership development (see Note 5) 	80%	80%	80%

Note 1 - The Public Service Fale reports annually to the Ministry of Foreign Affairs and Trade (MFAT) as part of a Memorandum of Understanding (MOU) between MFAT and the Commission. The MOU sets out the overarching goal, intended outcomes, and outputs of the Fale.

Note 2 - This is a measure of Quality. Progress in meeting the measure will be assessed through the Annual Survey of 16 (sixteen) Pacific Public Service Commissioners (or equivalent officers). The survey is undertaken by the Public Service Fale. The Commissioners are the key stakeholders supported by the Public Service Fale programme.

Note 3 - To ensure that the Commissioners were kept fully apprised of progress with the Fale work programme, 4 virtual Board meetings per annum were held with nominated representatives of each sub-regional making up the Board's membership. Once travel restrictions were fully lifted, the Public Service Fale was able to fully exercise its secretariat function to support the Pacific Public Service Commissioners with its Annual Conference from 2023.

Note 4 - This is a measure of Quality. The number and mix of offerings that support system leadership development will vary from year to year based on need. Responses are collated by the Public Service Fale and the proportion of survey respondents who would recommend future participation to a colleague are reported.

Note 5 - This is a measure of Quality. Responses are collated by the Public Service Fale and the proportion of survey respondents who agree the Public Service Fale mentoring programme improved leadership development are reported.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in the 2025/26 Annual Report.

Reasons for Change in Appropriation

The decrease in this appropriation for 2025/26 is due to the Public Service Fale currently having sufficient funding in its agreement with the Ministry of Foreign Affairs and Trade to operate until 31 December 2025.

Responding to the Abuse in Care Inquiry (M114) (A36)

Scope of Appropriation

This appropriation is limited to supporting the delivery of the Government's response to the Abuse in Care Inquiry.

Expenses and Revenue

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	10,241	7,441	18,500
Revenue from the Crown	10,241	10,241	18,500
Revenue from Others	-	-	-

What is Intended to be Achieved with this Appropriation

This appropriation is intended to support the implementation of the Crown's response to the recommendations of the Royal Commission's Inquiry into Abuse in Care.

How Performance will be Assessed and End of Year Reporting Requirements

	2024/25		2025/26
Assessment of Performance	Final Budgeted Standard	Estimated Actual	Budget Standard
Minister for Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-based Institutions has satisfaction with policy advice (see Notes 1, 2 and 3)	80%	80%	80%

Note 1 - This is a measure of quality and is a requirement under the policy project led by the Department of Prime Minister and Cabinet. The quality of our policy advice to the Minister demonstrates our commitment to accountability and transparency and responding to the Abuse in Care Inquiry.

Note 2 - The Lead Coordination Minister for the Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-based Institutions is surveyed to assess satisfaction with policy advice provided during the reporting period. Policy advice papers provided to the Minister for presentation to, and endorsement by, Cabinet.

Note 3 - The rating measures Ministers' satisfaction on a scale from 1 to 10, where 1 means unsatisfied and 10 means extremely satisfied. Internal assessment of the quality of the Crown Response Office's policy advice is based on a five-point scale: 1=Unacceptable; 2=Poor; 3=Acceptable; 4=Good; 5=Outstanding.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in the 2025/26 Annual Report.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2024/25 Final Budgeted \$000	2025/26 Budget \$000	2026/27 Estimated \$000	2027/28 Estimated \$000	2028/29 Estimated \$000
Current Government						
Addressing the Wrongs of the Past - Redress for Abuse in Care	2025/26	-	5,745	8,252	3,272	1,164
Crown Response Office (time limited operating funding)	2025/26	-	12,755	13,809	-	-
Funding for Crown Response Office administration costs	2024/25	410	-	-	-	-
Funding for Functional Chief Executive	2024/25	400	-	-	-	-

Reasons for Change in Appropriation

The increase in this appropriation for 2025/26 is due to:

- \$12.755 million to for the Crown Response Office (time limited operating funding) initiative, to provide the Crown Response Office with funding to drive the work programme arising from the Royal Commission, and
- \$5.745 million for the Addressing the Wrongs of the Past - Redress for Abuse in Care initiative, which enables support for integration changes of redress systems, governance, and monitoring support.

This is offset by a decrease of \$10.241 million from 2024/25 as all funding for the Crown Response Office was time-limited until 30 June 2025.

2.3 - Departmental Capital Expenditure and Capital Injections

Public Service Commission - Capital Expenditure PLA (M66) (A36)

Scope of Appropriation

This appropriation is limited to the purchase or development of assets by and for the use of the Public Service Commission, as authorised by section 24(1) of the Public Finance Act 1989.

Capital Expenditure

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Forests/Agricultural	-	-	-
Land	-	-	-
Property, Plant and Equipment	623	623	367
Intangibles	-	-	-
Other	-	-	-
Total Appropriation	623	623	367

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve the renewal and replacement of life-expired assets in support of the delivery of the Public Service Commission's services.

How Performance will be Assessed and End of Year Reporting Requirements

Expenditure will be in accordance with the Public Service Commission's capital asset management policy.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in the 2025/26 Annual Report.

Reasons for Change in Appropriation

The decrease in this appropriation for 2025/26 is due to the completion of the project to replace the Leadership and Development Centre's information system (\$256,000).

*Capital Injections and Movements in Departmental Net Assets***Public Service Commission**

Details of Net Asset Schedule	2024/25 Estimated Actual \$000	2025/26 Projected \$000	Explanation of Projected Movements in 2025/26
Opening Balance	7,524	6,083	
Capital Injections	-	-	
Capital Withdrawals	(1,441)	-	
Surplus to be Retained (Deficit Incurred)	-	-	
Other Movements	-	-	
Closing Balance	6,083	6,083	

Part 3 - Details of Non-Departmental Appropriations

3.4 - Non-Departmental Other Expenses

Open Government Partnership (M66) (A36)

Scope of Appropriation

This appropriation is limited to payments associated with New Zealand's membership of the Open Government Partnership.

Expenses

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	200	200	200

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve supporting the delivery of New Zealand's Open Government Partnership commitments.

How Performance will be Assessed and End of Year Reporting Requirements

An exemption was granted as the appropriation is one from which resources will be provided to a person or entity other than a department, a functional chief executive, an office of Parliament, or a Crown entity under s15D(2)(b)(ii) of the Public Finance Act, as additional performance reporting is unlikely to be informative. This appropriation is limited to payments associated with New Zealand's membership to the Open Government Partnership.

Remuneration and Related Employment Costs of Chief Executives (M66) (A36)

Scope of Appropriation

This appropriation is limited to the remuneration and costs relating to the employment of chief executives employed by the Public Service Commissioner.

Expenses

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	22,167	22,117	20,780

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve meeting remuneration and other employment costs for chief executives employed by the Public Service Commissioner, who leads the Public Service.

How Performance will be Assessed and End of Year Reporting Requirements

An exemption was granted as the appropriation is one from which resources will be provided to a person or entity other than a department, a functional chief executive, an Office of Parliament, or a Crown entity under s15D(2)(b)(ii) of the PFA, and additional performance information is unlikely to be informative because this appropriation is solely for the remuneration and costs relating to the employment of chief executives employed by the Public Service Commissioner.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2024/25 Final Budgeted \$000	2025/26 Budget \$000	2026/27 Estimated \$000	2027/28 Estimated \$000	2028/29 Estimated \$000
Current Government						
Reduction in contingency funding - Remuneration and related costs of chief executives	2024/25	(400)	(400)	(400)	(400)	(400)

Reasons for Change in Appropriation

The decrease in this appropriation for 2025/26 is due to:

- \$1 million reflecting an expense transfer from 2025/26 to 2024/25 to provide assurance that expenditure in 2024/25 would stay within appropriation. The expense transfer was \$500,000 but the net impact is \$1 million as 2024/25 increased by \$500,000 and 2025/26 decreased by \$500,000, and
- \$395,000 reflecting the end of the fixed-term contract of a Functional chief executive in 2024/25.

This is offset by an increase of \$8,000 reflecting an increase in remuneration for chief executive positions.

Part 4 - Details of Multi-Category Expenses and Capital Expenditure

4 - Multi-Category Expenses and Capital Expenditure

Lake Alice Unit Torture Redress Payments (M114) (A36)

Overarching Purpose Statement

The single overarching purpose of this appropriation is to support and enable redress payments to survivors of torture at the Lake Alice Child and Adolescent Unit.

Scope of Appropriation

Non-Departmental Output Expenses

Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit

This category is limited to supporting survivors of torture at the Lake Alice Child and Adolescent Unit to access the services they need to engage with the redress process.

Non-Departmental Other Expenses

Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit

This category is limited to redress payments for survivors of torture at the Lake Alice Child and Adolescent Unit.

Expenses, Revenue and Capital Expenditure

	2024/25		2025/26
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	21,570	21,570	700
Non-Departmental Output Expenses			
Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit	2,010	2,010	550
Non-Departmental Other Expenses			
Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit	19,560	19,560	150

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve the successful implementation of the redress package for survivors of torture at the Lake Alice Child and Adolescent Unit.

How Performance will be Assessed for this Appropriation

	2024/25		2025/26
Assessment of Performance	Final Budgeted Standard	Estimated Actual	Budget Standard
How performance will be assessed for the MCA as a whole			
A redress system for survivors of torture at the Lake Alice Child and Adolescent Unit is operationalised, including: - A one-off redress payment for each eligible survivor. - A new apology for each eligible survivor signed by the Prime Minister and Minister for Mental Health, which explicitly acknowledges torture. - Support for eligible survivors to engage with the redress process (as required) (see Notes 1 and 2)	Achieved	Achieved	Achieved

Note 1 - This measure assesses the quality, effectiveness and overall impact of the new redress system and the services provided to survivors.

Note 2 - On 16 December 2024, Cabinet agreed to provide redress for torture at the Lake Alice Child and Adolescent Unit. This was followed by the creation of an MCA to enable redress and support payments for these survivors.

What is Intended to be Achieved with each Category and How Performance will be Assessed

Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit

This category is intended to support survivors of the Lake Alice Child and Adolescent Unit to engage with the redress process.

An exemption was granted as the appropriation is one from which resources will be provided to a person or entity other than a department, a functional chief executive, an Office of Parliament, or a Crown entity under s15D(2)(b)(iii) of the PFA, and the annual amount of the category is not likely to exceed \$5 million.

Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit

This category is intended to achieve the successful payment of redress to survivors of torture at the Lake Alice Child and Adolescent Unit.

An exemption was granted as the category is one from which resources will be provided to a person or entity other than a department, a functional chief executive, an Office of Parliament, or a Crown entity under s15D(2)(b)(ii) of the PFA, and additional performance information is unlikely to be informative because this appropriation is solely for the redress payments to survivors of torture at the Lake Alice Child and Adolescent Unit.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in the 2025/26 Annual Report.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2024/25 Final Budgeted \$000	2025/26 Budget \$000	2026/27 Estimated \$000	2027/28 Estimated \$000	2028/29 Estimated \$000
Current Government						
Redress for torture at the Lake Alice Child and Adolescent Unit	2024/25	21,570	700	-	-	-

Reasons for Change in Appropriation

The decrease in this appropriation for 2025/26 is due to all redress claims received by 30 June 2025 being recognised as an expense in 2024/25 (including all claims on the individualised pathway, which must be received by 30 April 2025). This is expected to cover the vast majority of redress applications. \$700,000 remains in 2025/26 to cover further support for survivors to engage with the redress process and any further claims on the expedited pathway.

Conditions on Use of Appropriation

Reference	Conditions
Delegation instrument	Redress payments and support payments are made in accordance with CAB-24-MIN-0516 and, for redress payments on the individualised pathway, the final decision of the independent arbiter.