

Vote Public Service

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

DEPARTMENT ADMINISTERING THE VOTE: Public Service Commission (A36)

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

Overview of the Vote

The Minister for the Public Service and Digitising Government is responsible for appropriations in Vote Public Service for the 2026/27 financial year covering the following:

- a total of over \$50 million to lead digital transformation across government
- 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 nearly \$22 million for the remuneration and related employment costs of chief executives employed by the Commission
- a total of nearly \$3 million to support the strengthening of the public sector in Pacific Island countries and territories through the Public Service Fale
- a total of \$200,000 for payments associated with New Zealand's membership of the Open Government Partnership, and
- a total of \$100,000 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 2026/27 financial year covering a total of nearly \$25 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.

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	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Departmental Output Expenses			
Government Digital Delivery Agency (M66) (A36) This appropriation is limited to leading digital transformation across the Public Sector and delivering and regulating digital services for New Zealanders.	16,805	15,303	50,070
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.	41,883	34,364	32,140
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.	3,627	3,296	2,600
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.	20,599	15,943	24,761
Total Departmental Output Expenses	82,914	68,906	109,571
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.	797	406	100
Total Departmental Capital Expenditure	797	406	100
Non-Departmental Output Expenses			
Support for Survivors of Abuse in Care (M114) (A36) This appropriation is limited to assisting and supporting survivors of abuse in care.	188	188	-
Total Non-Departmental Output Expenses	188	188	-
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.	22,385	22,385	21,585
Total Non-Departmental Other Expenses	22,585	22,585	21,785

Titles and Scopes of Appropriations by Appropriation Type	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Multi-Category Expenses and Capital Expenditure			
Lake Alice Unit Torture Redress Payments MCA (M114) (A36)	2,342	584	-
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.			
Non-Departmental Output Expenses			
<i>Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit</i>	2,192	584	-
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			
<i>Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit</i>	150	-	-
This category is limited to redress payments for survivors of torture at the Lake Alice Child and Adolescent Unit.			
Total Multi-Category Expenses and Capital Expenditure	2,342	584	-
Total Annual Appropriations and Forecast Permanent Appropriations	108,826	92,669	131,456

Capital Injection Authorisations

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Public Service Commission - Capital Injection (M66) (A36)	9,960	9,960	-

Supporting Information

Part 1 - Vote as a Whole

1.1 - New Policy Initiatives

Policy Initiative	Appropriation	2025/26 Final Budgeted \$000	2026/27 Budget \$000	2027/28 Estimated \$000	2028/29 Estimated \$000	2029/30 Estimated \$000
Baseline reduction - Public Service Commission	Leadership of the Public Management System Departmental Output Expense	-	(500)	(500)	(500)	(500)
	Government Digital Delivery Agency Departmental Output Expense	-	(603)	(603)	(603)	(603)
Establishment of the Ministry of Cities, Regions and the Environment	Leadership of the Public Management System Departmental Output Expense	7,500	-	-	-	-
Total Initiatives		7,500	(1,103)	(1,103)	(1,103)	(1,103)

1.2 - Trends in the Vote

Summary of Financial Activity

	2021/22	2022/23	2023/24	2024/25	2025/26		2026/27			2027/28	2028/29	2029/30
	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	105,926	102,419	108,815	97,491	118,809	107,757	109,571	-	109,571	85,474	82,890	82,556
Benefits or Related Expenses	-	-	-	-	-	-	N/A	-	-	-	-	-
Borrowing Expenses	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	18,483	18,474	19,692	21,351	22,585	22,197	-	21,785	21,785	21,785	21,785	21,785
Capital Expenditure	584	999	146	512	797	406	100	-	100	100	100	100
Intelligence and Security Department Expenses and Capital Expenditure	-	-	-	-	-	-	-	N/A	-	-	-	-
Multi-Category Expenses and Capital Expenditure (MCA)												
<i>Output Expenses</i>	-	-	-	428	2,192	2,192	-	-	-	-	-	-
<i>Other Expenses</i>	-	-	-	26,500	150	150	-	-	-	-	-	-
<i>Capital Expenditure</i>	-	-	-	-	-	-	N/A	-	-	-	-	-
Total Appropriations	124,993	121,892	128,653	146,282	144,533	132,702	109,671	21,785	131,456	107,359	104,775	104,441
Crown Revenue and Capital Receipts												
Tax Revenue	-	-	-	-	-	-	N/A	-	-	-	-	-
Non-Tax Revenue	17,712	16,886	18,836	19,306	21,140	21,140	N/A	20,340	20,340	20,340	20,340	20,340
Capital Receipts	-	-	-	-	-	-	N/A	-	-	-	-	-
Total Crown Revenue and Capital Receipts	17,712	16,886	18,836	19,306	21,140	21,140	N/A	20,340	20,340	20,340	20,340	20,340

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

	2021/22 Adjustments \$000	2022/23 Adjustments \$000	2023/24 Adjustments \$000	2024/25 Adjustments \$000	2025/26 Final Budgeted Adjustments \$000	2025/26 Estimated Actual Adjustments \$000
Appropriations						
Output Expenses	52,753	44,470	49,026	53,513	35,707	38,663
Benefits or Related Expenses	-	-	-	-	-	-
Borrowing Expenses	-	-	-	-	-	-
Other Expenses	-	-	-	-	-	-
Capital Expenditure	-	-	-	-	-	-
Intelligence and Security Department Expenses and Capital Expenditure	-	-	-	-	-	-
Multi-Category Expenses and Capital Expenditure (MCA)						
<i>Output Expenses</i>	-	-	-	-	-	-
<i>Other Expenses</i>	-	-	-	-	-	-
<i>Capital Expenditure</i>	-	-	-	-	-	-
Total Appropriations	-	-	-	-	-	-
Crown Revenue and Capital Receipts						
Tax Revenue	-	-	-	-	-	-
Non-Tax Revenue	-	-	-	-	-	-
Capital Receipts	-	-	-	-	-	-
Total Crown Revenue and Capital Receipts	-	-	-	-	-	-

These adjustments are due to:

- the transfer of the Government Chief Digital Officer functions from Vote Internal Affairs to Vote Public Service on 1 April 2026
- the transfer of the Crown Response Office from Vote Oranga Tamariki to Vote Public Service on 30 October 2024, and
- the transfer of the Social Wellbeing Agency from Vote Public Service to Vote Social Investment on 1 July 2024.

Note - The prior year information in the Summary of Financial Activity table has been restated as far as practicable to reflect the current Vote structure.

1.3 - Analysis of Significant Trends

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

Appropriations

Output Expenses

Output expenses stayed reasonably consistent from 2021/22 to 2023/24. There was a material decrease for 2024/25, which was largely due to the reduction in expenditure resulting from the Commission's Fiscal Sustainability Programme (which reduced both personnel and non-personnel expenditure) following Government savings targets.

The 2025/26 year saw a significant increase in budgeted expenditure due to:

- new funding received to establish the Ministry of Cities, Environment, Regions, and Transport, and
- new funding received to continue the work of the Crown Response Office.

The 2026/27 financial year experiences a reduction in budget as the Ministry of Cities, Environment, Regions, and Transport funding mentioned above was for 2025/26 only. The reduction in estimated expenditure from 2027/28 and outyears is due to the end of the time-limited funding for the Crown Response Office.

Other Expenses

Other expenses have increased slightly over time. This is due to:

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

The forecast for 2027/28 and outyears is slightly lower due to the consolidation of chief executives from multiple agencies into a single chief executive for the new Ministry of Cities, Regions, and the Environment.

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 it has moved to a new building, the co-location agreement for which covers leasehold improvements and furniture and fittings. Future capital expenditure is focussed on the replacement of computers and phones for Commission staff.

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 created a significant increase in 2024/25 when the redress payments were made. A small amount of expenditure occurred in 2025/26 to provide additional support to these survivors.

Crown Revenue and Capital Receipts

Non-Tax Revenue

Non-tax revenue represents the reimbursements received from departments for funding the remuneration of chief executives. This has been increasing over time for the same reasons chief executive expenditure has been increasing, with a forecast decrease in outyears (refer above).

1.4 - Reconciliation of Changes in Appropriation Structure

		Old Structure		New Structure		
2025/26 Appropriations in the 2025/26 Structure	2025/26 (Current) \$000	Appropriations to which Expenses (or Capital Expenditure) have been Moved from or to	Amount Moved \$000	2025/26 Appropriations in the 2026/27 Structure	2025/26 (Restated) \$000	2026/27 \$000
Vote Internal Affairs		Vote Internal Affairs		Vote Internal Affairs		
<i>Multi-Category Expenses and Capital Expenditure</i>		<i>Multi-Category Expenses and Capital Expenditure</i>		<i>Multi-Category Expenses and Capital Expenditure</i>		
Government Digital Services MCA	51,615	Transfer from Government Digital Services MCA	(16,559)	Government Digital Services MCA	35,056	-
Civic Information Services MCA	897	Transfer from the Civic Information Services MCA	(246)	Civic Information Services MCA	651	-
		Vote Public Service		Vote Public Service		
		<i>Departmental Output Expense</i>		<i>Departmental Output Expense</i>		
		Transfer to Government Digital Delivery Agency	16,805	Government Digital Delivery Agency	16,805	50,070
Total	52,512		-		52,512	50,070

Explanations of the reasons for changing the appropriation structure are noted in the details of each appropriation in Parts 2-4.

Part 2 - Details of Departmental Appropriations

2.1 - Departmental Output Expenses

Government Digital Delivery Agency (M66) (A36)

Scope of Appropriation

This appropriation is limited to leading digital transformation across the Public Sector and delivering and regulating digital services for New Zealanders.

Expenses and Revenue

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	16,805	15,303	50,070
Revenue from the Crown	7,011	7,011	30,529
Revenue from Others	9,794	9,794	22,465

Comparators for Restructured Appropriation

Vote, Type and Title of Appropriation	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Vote Internal Affairs: Multi-Category Appropriation: Government Digital Services	35,056	37,973	-
Vote Internal Affairs: Multi Category Appropriation: Civic Information Services	651	690	-
Vote Public Service: Departmental Output Expense: Government Digital Delivery Agency	16,805	15,303	50,070
Total	52,512	53,966	50,070

What is Intended to be Achieved with this Appropriation

This appropriation is intended to achieve leadership of digital transformation for the Public Sector.

How Performance will be Assessed and End of Year Reporting Requirements

Assessment of Performance	2025/26		2026/27
	Final Budgeted Standard	Estimated Actual	Budget Standard
Digital accessibility score of public-facing government digital web services is reduced	10% per annum	10%	10% per annum
Percentage of published New Zealand Gazette notices that are accurate	99%	99%	99%
Annual Public Sector savings due to agencies consuming All of Government portfolio products and services (\$m)	\$85m	\$85m	\$85m
People using government services that were satisfied or very satisfied with their most recent digital service experience	85%	85%	85%

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in its 2026/27 Annual Report.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2025/26 Final Budgeted \$000	2026/27 Budget \$000	2027/28 Estimated \$000	2028/29 Estimated \$000	2029/30 Estimated \$000
Current Government						
Baseline reduction - Government Digital Delivery Agency	2026/27	-	(603)	(603)	(603)	(603)

Reasons for Change in Appropriation

The increase in this appropriation for 2026/27 is due to 2025/26 being a transition year with funding covering the period of 1 April 2026 to 30 June 2026. The appropriation for 2026/27 will cover spend for the entire year.

Memorandum Account

	2025/26		2026/27
	Budgeted \$000	Estimated Actual \$000	Budget \$000
System Capabilities, Service and Platforms			
Opening Balance at 1 July	-	-	(6,832)
Revenue	6,843	8,724	21,226
Expenses	(6,843)	(5,343)	(18,249)
Transfers and Adjustments	(10,213)	(10,213)	-
Closing Balance at 30 June	(10,213)	(6,832)	(3,855)

The memorandum account is trending to zero ahead of schedule. Reduction in the deficit is driven by higher agency consumption through the All of Government Digital Portfolio and continued close management of costs. This Memorandum Account was transferred from Vote Internal Affairs to Vote Public Service effective 1 April 2026.

	2025/26		2026/27
	Budgeted \$000	Estimated Actual \$000	Budget \$000
New Zealand Gazette			
Opening Balance at 1 July	-	-	240
Revenue	11	233	844
Expenses	(246)	(246)	(897)
Transfers and Adjustments	253	253	-
Closing Balance at 30 June	18	240	187

Expenditure is utilising current surplus with balance closely monitored. The increase in surplus is driven by higher volume of Gazette Notices published during 2025/26. A fee review also needs to be undertaken, including consideration of appropriate resourcing levels to manage workload demands and the investment required for modernisation. This Memorandum Account was transferred from Vote Internal Affairs to Vote Public Service effective 1 April 2026.

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

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	41,883	34,364	32,140
Revenue from the Crown	35,126	35,126	27,980
Revenue from Others	6,757	6,757	4,160

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

	2025/26		2026/27
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
Review of the design and operation of the system of government agencies			
The Commission completes an agreed number agency of Performance Improvement Reviews for the financial year and the reviews are published online (see Notes 1 and 2)	As agreed with the Minister	2 reviews agreed. 2 forecast to complete	As agreed with the Minister
Follow-up engagement with chief executives are held on progress an agency has made against the findings and recommendations of the review, within 6 months of Performance Improvement Review publication (see Note 3)	100%	100%	100%

Assessment of Performance	2025/26		2026/27
	Final Budgeted Standard	Estimated Actual	Budget Standard
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 4 and 5)	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 6)	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
Leadership strategy and capability			
The Commission strengthens Public Service leadership through the Leadership Development Centre (LDC):			
All Public Service departments are members of LDC (see Notes 7 and 8)	100%	100%	100%
The Commission through the Leadership Development Centre strengthens leadership practices by delivering Te Pūtanga Leadership in Practice:			
Participants of Te Pūtanga Leadership in Practice programme agree or strongly agree it has made me a more effective leader (see Note 9)	80%	80%	80%
Workforce			
Heads of Human Resources surveyed across the public service agree or strongly agree that the Commission's Head of Human Resource channel (meetings, notes, follow-ups, HR Hub), is useful and relevant for me and my team (see Note 10)	70%	70%	70%
The Commission collects and publishes Public Service workforce data annually (see Note 11)	Published no later than 15 December	Achieved	Published no later than 15 December
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 12 and 13)	Achieved	Achieved	Achieved
Chief executive appointments			
The Commission meets its statutory requirements for appointment, reappointment and transfer of Public Service chief executives:			
100% of appointment, reappointment and transfer of Public Service chief executives meets statutory requirements (see Notes 14 and 15)	100%	100%	100%
The Commission reports the remuneration of Public Service chief executives every financial year:			
100% of all chief executive remuneration published	100%	100%	100%

Assessment of Performance	2025/26		2026/27
	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:			
100% of eligible CEs have a development plan and performance agreement agreed for the relevant performance period (see Notes 16 and 17)	100%	100%	100%
Annual performance reviews of Public Service chief executives are completed against performance expectations for the review period (see Notes 18 and 19)	New measure	100%	100%
A succession plan is developed for the chief executive position of Public Service agencies:			
100% of chief executive positions have a succession plan (see Note 20)	100%	100%	100%
Minister and Parliamentary Services			
Minister for the Public Service and Digitising Government has satisfaction with policy advice (see Notes 21 and 22)	80%	80%	80%
Technical quality of policy advice papers assessed using the Policy Quality Framework (see Notes 23 and 24)	70%	70%	70%

Note 1 - The Performance Improvement Review (PIR) 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 2 - The specific number of PIRs completed by the Commission each year is agreed in writing with the Minister.

Note 3 - The identified areas for improvement, along with the corresponding actions, will be closely monitored through regular follow-up engagements with chief executives.

Note 4 - 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 5 - 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 6 - 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 7 - 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.

Note 8 - 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.

Disclosure: The notes to this measure previously included the Public Service Leaders' Summit and Career Boards. These have been removed as this activity is no longer part of the LDC's work programme.

Note 9 - This is a measure of quality, aligned to our role in developing leadership capability. The LDC facilitates the flagship 9-month development programme - Te Pūtanga | 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 Pūtanga made me a more 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.

Disclosure: The wording of this performance measure has been updated to more accurately reflect participants' perceptions of the programme's contribution to their effectiveness as leaders.

Note 10 - This measure was introduced in 2024/25. The measure is assessed through an annual satisfaction survey completed by Heads of HR (HoHR) from Public Service Leadership Team agencies.

Disclosure: The measure wording has been updated to clarify scope and improve the reliability of results. Feedback indicated the original survey question was misinterpreted by some respondents as measuring engagement with the Commission more broadly, rather than engagement through the Head of Human Resources Head of Profession and supporting channels.

Note 11 - 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 12 - This measure aligns with the Government's expectations under the Government Workforce Policy Statement. As part of our stewardship responsibilities, the Commission works to build a highly capable Public Service workforce that is responsive to the needs of all New Zealanders and upholds fair and equitable employment. The effectiveness of our workforce guidance and advice directly contributes to achieving this outcome.

Note 13 - Currently, this measure focuses on reviewing our workforce guidance each year to confirm it remains relevant and consistent with Government expectations. The current 'achieved' target acts as a placeholder while we design a more comprehensive way to assess the quality of this guidance.

Note 14 - 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 15 - 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 16 - 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 17 - 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.

Note 18 - Under the Public Service Act 2020, the Commissioner's general functions include reviewing the performance of Public Service chief executives. This measure reports on the execution of this function by reporting on the completion of annual chief executive performance reviews. CE performance reviews are based on progress against performance expectations set for the performance review period, with those expectations reflecting Government priorities, targets, core agency delivery, agency capability and performance, sector contribution, and enduring expectations. The Public Service Act 2020 requires engagement with responsible Ministers in reviewing the performance of relevant Public Service chief executives.

Disclosure: This new measure aligns with the Commissioner's ongoing employment and performance-management functions.

Note 19 - Annual Performance Reviews cover the period 1 July to 30 June. As reviews are substantively undertaken after the end of the review period to enable full assessment against expectations, reporting necessarily reflects performance from the prior year.

Note 20 - This measure focuses on developing current chief executives and their successors to ensure a continuous pipeline of capable, high-performing leaders for senior roles within the Public Service. It applies to substantive appointments only, excluding acting appointments. Building capable leadership supports improved outcomes and service delivery across the Public Service and ensures preparedness to meet future challenges.

Note 21 - This is a measure of quality and are a requirement under the Policy Project led by the Department of the Prime Minister and Cabinet. The Minister for the Public Service and Digitising Government 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 22 - The Minister for the Public Service and Digitising Government is surveyed to assess satisfaction with policy advice provided during the reporting period. Policy advice papers provided to the Minister for the Public Service and Digitising Government 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 23 - This is a measure of quality and are a requirement under the policy project led by the Department of the Prime Minister and Cabinet. The Minister for the Public Service and Digitising Government 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 - 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.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in its 2026/27 Annual Report.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2025/26 Final Budgeted \$000	2026/27 Budget \$000	2027/28 Estimated \$000	2028/29 Estimated \$000	2029/30 Estimated \$000
Current Government						
Baseline reduction - Leadership of the Public Management System	2026/27	-	(500)	(500)	(500)	(500)
Establishment of the Ministry of Cities, Environment, Regions, and Transport	2025/26	7,500	-	-	-	-
Reduction in Back Office Functions - Public Service Commission	2024/25	(1,800)	(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

Reasons for Change in Appropriation

The decrease in this appropriation for 2026/27 is due to a decrease of:

- \$7.500 million reflecting a one-off increase in funding in 2025/26 to fund the establishment of the Ministry of Cities, Environment, Regions, and Transport
- \$2.637 million in reduced revenue received from Departments and other parties for revenue received in 2025/26 but not included for 2026/27. The largest contributors of this decrease include:
 - \$926,000 reflecting secondments and other costs to support the establishment of the Ministry of Cities, Environment, Regions, and Transport
 - \$773,000 reflecting a reduction in the forecast of revenue for the Leadership Development Centre through levies and course fees
 - \$430,000 for Performance Improvements, and the Health Assurance Review, and
- \$500,000 reflecting a baseline reduction of 2%.

This is offset by an increase of \$894,000 reflecting an expense transfer from 2025/26 into 2026/27 to enable the management of cost pressures such as inflation and remuneration increases.

Memorandum Account

	2025/26		2026/27
	Budgeted \$000	Estimated Actual \$000	Budget \$000
Leadership Development Centre			
Opening Balance at 1 July	932	932	1,885
Revenue	4,016	4,090	3,243
Expenses	(4,016)	(4,291)	(3,243)
Transfers and Adjustments	1,154	1,154	-
Closing Balance at 30 June	2,086	1,885	1,885

The Leadership Development Centre has historically generated enough revenue to meet expenditure. However, with additional work expected in the coming years, there is an expectation that expenditure could exceed revenue in the medium term.

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

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	3,627	3,296	2,600
Revenue from the Crown	-	-	-
Revenue from Others	3,627	3,627	2,600

What is Intended to be Achieved with this Appropriation

This appropriation is intended to strengthen Pacific public services to be more trusted and transparent, capable and adaptable, accountable and outcomes-focused to deliver effective public services that are responsive to their citizens

How Performance will be Assessed and End of Year Reporting Requirements

	2025/26		2026/27
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
Pacific Public Service Commissioners who agree the Public Service Fale supports their goals to strengthen 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:			
The Public Service Fale supports delivery of the Annual Pacific Public Service Commissioners Conference	1	1	Achieved
The Commission through the Public Service Fale supports strengthened Pacific public service capability:			
Percentage of Pacific public servants participating in Fale activities who agree/strongly agree that capability building activities are relevant to their contexts (see Note 3)	80%	80%	80%
The Commission through the Public Service Fale supports strengthened Pacific public service capability:			
Percentage of Pacific public servants participating in Fale capability building activities who agree/strongly agree that their knowledge and skills (understanding) improved as a result of the activities (see Note 4)	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 - 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 4 - 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.

Disclosure: Public Service Fale performance measures have been updated to align with the new funding agreement with the Ministry of Foreign Affairs and Trade.

End of Year Performance Reporting

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

Reasons for Change in Appropriation

The decrease in this appropriation for 2026/27 is due to the Public Service Fale signing a new agreement with the Ministry of Foreign Affairs and Trade to operate at a lower funding level of \$2.600 million per annum until 31 December 2030.

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

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	20,599	15,943	24,761
Revenue from the Crown	20,490	20,490	24,761
Revenue from Others	109	109	-

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

	2025/26		2026/27
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
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 and 2)	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. 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 2 - 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 its 2026/27 Annual Report.

Current and Past Policy Initiatives

Policy Initiative	Year of First Impact	2025/26 Final Budgeted \$000	2026/27 Budget \$000	2027/28 Estimated \$000	2028/29 Estimated \$000	2029/30 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	-	-	-

Reasons for Change in Appropriation

The increase in this appropriation for 2026/27 reflects:

- \$2.507 million in additional funding due to the phasing of the Addressing the Wrongs of the Past - Redress for Abuse in Care initiative (see above)
- \$1.054 million in additional funding due to the phasing of the Crown Response Office (time limited operating funding) initiative (see above)
- \$1 million from a transfer to the Department of Internal Affairs in 2025/26 that does not recur in 2026/27
- \$481,000 from a drawdown of the Addressing the Wrongs of the Past - Redress for Abuse in Care - Tagged Operating Contingency to support the operation of the Konae records website, and

- \$298,000 from a drawdown of the Addressing the Wrongs of the Past - Redress for Abuse in Care - Tagged Operating Contingency and a corresponding increase in this appropriation.

These increases are partly offset by decreases of:

- \$500,000 from funding drawn down from a tagged contingency in 2025/26 that does not recur in 2026/27
- \$477,000 from the net impact of funding transfers between the financial years of 2025/26 and 2026/27
- \$109,000 from revenue received in 2025/26 from another department for a secondment that is not reflected in the 2026/27 appropriation, and
- \$92,000 from a fiscally neutral transfer from Oranga Tamariki in 2025/26 that does not recur in 2026/27.

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

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Forests/Agricultural	-	-	-
Land	-	-	-
Property, Plant and Equipment	797	406	100
Intangibles	-	-	-
Other	-	-	-
Total Appropriation	797	406	100

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

	2025/26		2026/27
	Final Budgeted Standard	Estimated Actual	Budget Standard
Assessment of Performance			
Expenditure is in accordance with the Public Service Commission's capital expenditure plan	100%	100%	100%

The Public Service Commission is not a capital intensive department. Assets are purchased according to a planned asset replacement programme to maintain and upgrade capability essential to the operation of the Commission. The major areas of capital investment include computer hardware and digital assets.

End of Year Performance Reporting

Performance information for this appropriation will be reported by the Public Service Commission in its 2026/27 Annual Report.

Reasons for Change in Appropriation

The decrease in this appropriation for 2026/27 is due to upgrade development of the digital platform project and replacement of laptops and phones which occurred in 2025/26.

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

Details of Net Asset Schedule	2025/26 Estimated Actual \$000	2026/27 Projected \$000	Explanation of Projected Movements in 2026/27
Opening Balance	5,876	10,714	
Capital Injections	9,960	-	
Capital Withdrawals	(5,122)	(1,107)	Capital withdrawal of \$1.107 million reflects the repayment of a capital injection of \$9.960 million provided to the Commission for the transfer of the Government Chief Digital Officer memorandum accounts. The capital injection will be repaid over 9 years.
Surplus to be Retained (Deficit Incurred)	-	2,924	Surplus of \$2.924 million reflects the anticipated combined surplus in the Commission's memorandum accounts.
Other Movements	-	-	
Closing Balance	10,714	12,531	

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

	2025/26		2026/27
	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

	2025/26		2026/27
	Final Budgeted \$000	Estimated Actual \$000	Budget \$000
Total Appropriation	22,385	22,385	21,585

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	2025/26 Final Budgeted \$000	2026/27 Budget \$000	2027/28 Estimated \$000	2028/29 Estimated \$000	2029/30 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 2026/27 is due to the consolidation of chief executives from multiple agencies into a single chief executive for the new Ministry of Cities, Environment, Regions and Transport.