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Office of the Minister of Finance

Office of the Minister for the Public Service and Digitising Government

Cabinet

Public service transformation

Proposal

1. This paper seeks Cabinet's endorsement of reforms aimed at transforming the public service, to become digitally enabled, efficiently structured, and more effective at embracing and developing talent. The purpose of these reforms is to improve the quality and responsiveness of services to New Zealanders and to support the Government's fiscal objectives by ensuring the public service is more cost-effective.

Relation to government priorities

2. This proposal directly contributes to the Government's priorities to:
   - 2.1. Deliver better results for New Zealanders and more efficient, effective and responsive public services;
   - 2.2. Build a stronger, more productive economy; and
   - 2.3. Get the Government's books back in order and restore discipline to public spending.

Executive Summary

3. In the last two years, Ministers have achieved significant improvements in public service performance. A tougher stance on law and order, accompanied by more visible policing, has driven a considerable decline in violent crime. After years of decline, hospital wait times have stabilised and are now improving, and there are early signs of gains in literacy and numeracy in primary schools due to shifts towards a structured and knowledge-rich approach to education. There have also been areas of improvement in basic operational performance across some departments and sectors, but we need to do much more to drive improvements in the quality and productivity of the public sector.

4. These performance improvements have come alongside a sustained period of fiscal consolidation. Average annual savings of $11 billion have been achieved across Budgets 2024 and 2025, supporting the Government's path back to surplus and ensuring further funding has been available for frontline services.

5. While progress to date has been promising, meeting New Zealanders' expectations about public service performance while returning to surplus on an acceptable timeframe requires ongoing improvements to both the quality and cost of public services.

6. Achieving those objectives with the existing public service operating model is increasingly challenging. The 'State of the Public Service Report' published in December 2025 stated that the current public service model is characterised by fragmentation, lack of system perspective, and slow uptake of digital and AI technologies. Without change, the only possible way to continue to achieve improvements in performance is through unaffordable levels of additional expenditure, posing a risk to both our fiscal strategy and our nascent economic recovery.

7. This paper outlines a framework designed to remedy those challenges, with areas of immediate action. There are four elements to this:

   7.1. **A streamlined operating model** – There are too many government agencies and entities, which is driving cost and complexity in government. We envisage moving to a smaller number over the next three to five years. The creation of the Ministry of Cities, Environment, Regions and Transport (MCERT) is the first step.

   7.2. **Digitisation** – Cabinet agreed [CAB-25-SUB-0476] to transform the way government procures and delivers digital solutions. A fully digitised government is central to a streamlined operating model. Implementing the recent Cabinet mandates will see some digital investments, if approved as part of Budget 26, transfer to GCDO for delivery (rather than line agencies), with savings/efficiencies applied by GCDO for seed capital/liquidity to accelerate progress on the digital transformation.

   7.3. **Talent** – The public service needs to attract, retain and grow the best and the brightest. We will invest in a Public Service Academy and adopt what other advanced jurisdictions do by up-skilling and re-skilling people to lead and serve based on the skills and attributes needed in this new and evolving context.

   7.4. **Efficient and productive public service** – To realise the productivity benefits from a streamlined operating model, digitisation and talent investments, we propose aiming to reduce public service FTEs to 55,000 by June 2029 from approximately 63,700 currently. [33]

   We are currently out of balance – with service delivery workers[1] growing at less than half the rate of the rest of the public service workforce over 2017-2023. The delegated decisions by Budget Ministers for enduring baseline reductions of 2% in FY27, 5% in FY28 and 5% in FY29 will reinforce the efficiencies required.

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[1] As shown on Table 1, p10, Service Delivery includes 'Inspectors and Regulatory Officers', 'Social, Health and Education workers', 'ICT professionals and technicians'. These are areas we will invest in to drive public service transformation. Service Support workers include 'Contact Centre Workers', 'Managers', 'Policy Analysts', 'Information Professionals', 'Legal HR and Finance professionals', 'Clerical and Administrative workers', and others. Categories are based on Statistics New Zealand occupational groupings.

8. These changes as a package will mean better services for New Zealanders, a more skilled and agile workforce, and a leaner, more efficient public service. Technology, standardisation and simplification will amplify the impact of public servants and agencies, ensuring fiscal sustainability and a future-ready public sector.

A streamlined operating model

9. New Zealand has a large number of public sector agencies in comparison with other small, advanced economies. Since 2016, the number of public service agencies including departments and departmental agencies (see annex one) has increased from 28 to 39, with an associated growth in back-office functions and statutory compliance requirements. While in some instances this is justified, overall, there has not been a proportionate lift in the delivery of public services or quality of advice. As it has grown, the public service has become more siloed, with increasingly complex (and often costly) workarounds put in place to try to drive collaboration and coherence.

10. Currently, it is up to citizens and businesses to coordinate and integrate their interactions with government. This has a significant hidden cost to our economy, estimated at least 2% of GDP (~$8 billion). When many New Zealanders conduct most of their business digitally (for example, with banking), the way the public sector works is not reflective of a modern system. We have a significant opportunity to realise the economic benefits of a better approach, as other jurisdictions have seen.

11. In particular, we endorse the Public Service Commissioner's view that New Zealand could significantly reduce the number of public service agencies. This should be done by amalgamating around customer-facing functions and utilising common technology platforms. We can deliver the same services (if required) and be more impactful. While change is disruptive – when managed well – it also drives innovation, engagement and challenge. We expect this shift to happen over the next three to five years. A slower pace of change would drive uncertainty, disengagement, and less focus on delivery.

12. In December 2025 Cabinet approved a proposal to establish MCERT by merging functions from the Ministry of Housing and Urban Development, the Ministry for the Environment, the Ministry of Transport, and local government functions from the Department of Internal Affairs. Baseline savings of 12.5% are expected within 3 years stemming from the merger. This initiative aligns with the recommended model and will act as a prototype for future changes.

Digitisation

13. It should be easier and more affordable to interact with government. The digitisation of customer-facing services and back-office systems is critical to achieving this.

14. Cabinet has agreed the Digital Government Target State and made the Government Chief Digital Officer (GCDO) responsible for leading decision making and procurement for digital investment across government in order to drive down cost and improve services. This approach is forecast to save $3.7-$5.9 billion over 10 years [CAB-25-SUB-0476] and deliver better results for people and businesses.

15. Agencies will progressively be moved into digital clusters, sharing common IT platforms rather than each maintaining their own systems. New Zealanders will experience faster, more joined up digital services such as the recently launched Govt.nz app.

16. The agreed agenda for the next three years is comprised of two key deliverables:

    16.1. **Government app**: a unified front door facilitating access to services, communication with government, providing proof of identity, managing payments and other services. The 1.0 version of this app has now been launched, with a digital wallet, secure messaging, digital credentials, and a digital driver's licence all expected to be rolled out in the coming months. Payments capability is expected to be delivered in early 2027.

    16.2. **Investment in digital systems and architecture**: in cloud based, multiple use, lowest cost, modular and agile systems, including human resources, payroll, case management, and identity certification systems and platforms. GCDO is building the pipeline of investment intentions along with a map of system assets to establish where to focus on re-use and prioritise investments.

17. Cabinet has already given the mandate for GCDO to take a greater leadership role in what and how digital services are delivered across the public sector and for GCDO to operate from PSC to support its new role [CAB-25-MIN-0286, CAB – 25-MIN-0476]. The Public Service Commissioner has established a dedicated unit - the Government Digital Delivery Agency (GDDA), to be led by a functional Chief Executive designated as GCDO. The functional Chief Executive (or the Public Service Commissioner while the establishment process for the functional Chief Executive is ongoing) will be accountable to the Minister for the Public Service and Digitising Government for driving efficiencies and improvements to digital services and technology across agencies.

18. In the last two months of 2025 there was over $5 billion in different digitisation business cases circulated for Ministerial comment. These business cases are standalone and there was limited ability to see how they tied into our Digital Government Target State.[33]

The transparency of this advice, consistent with the approach of exemplar jurisdictions, will support Cabinet taking a whole of system view when making decisions on individual projects.

19. To implement its mandate, some digital initiatives will be transferred to the GDDA to deliver,[33]

The public service needs to attract and retain the best and the brightest talent

20. Positioning the public service to meet the needs of New Zealanders requires strong and capable leadership and talented public servants with a strong implementation and delivery capability. The public service must be an employer of choice, able to attract, retain and grow top talent especially at its most senior levels. It must also go beyond agency-focused skills to embrace system-level thinking, balancing accountability across both agency and system, be ever more agile and innovative in the face of constant change and do so in an environment where matrix management and complexity are inevitable.

21. To meet these challenges, our talent management approach must evolve. The Public Service Commission has been working with central agency ministers to develop and deliver an action plan for developing the leadership and talent of the public service – starting with our executive talent. This spans the employee lifecycle; being clear on the required skills and attributes for a role through to ensuring that individuals' capabilities are matched to the right positions.

22. The Public Service Talent Board (which includes private sector representatives) has been established to bring wider perspectives on the management of leadership and talent, and the public service's top 100+ leaders have been identified. This cohort is being developed to ensure we have the leaders we need for tomorrow, and that those with leadership potential have access to the support and development they need. This is being done through individualised development plans, structured mentoring programmes, masterclasses in critical capabilities (e.g. financial management), and targeted experiential learning opportunities. It will continue to be a focus over the next year.

23. The next steps are:

    23.1. A rolling programme of development for core skills, including learning from the private sector;

    23.2. Technology platform and processes for matching people and opportunities in real time;

    23.3. Legislative change allowing Public Service Commissioner approval to key appointments (through Public Service Amendment Bill). This change allows the Commissioner to identify specific roles that are critical to the performance of the public service, and require that the Commissioner or a delegate is involved in appointment and performance management processes. For example, we have committed to using these provisions to ensure we get the right capability in key digital leadership roles (CIOs) to support the implementation of the digital target state discussed above.

24. Singapore and Australia have public service academies that deliver core capability training to all public servants and can be used to ensure a baseline of skills and talent management across the board. There is significant potential in this approach, and we have commissioned advice with a view to establishing our own academy by 1 October 2026. The working assumption is that it will be funded by a levy on relevant agencies.

More efficient and productive public service

25. In addition to the benefits that accrue to New Zealanders through services that better meet their needs, these changes will deliver significant savings which will support New Zealand's fiscal sustainability. The expected 12.5% savings from the MCERT formation is an early example. It demonstrates the quantum of savings Ministers can expect as we progress the four legs of the programme outlined above. Further savings through digitisation, artificial intelligence, and additional upskilling and organisational efficiencies are anticipated over the coming years.

Baseline Reduction Programme

26. Cabinet agreed to implement a Baseline Reduction programme as part of the Budget and Fiscal Strategy [CAB-25-MIN-0340 refers]. Consistent with that direction, Budget Ministers subsequently agreed the application of the Baseline Reduction programme to eligible agencies, including the initial scale and sequencing of reductions.

27. This programme is a multi-year public sector transformation mechanism intended to drive enduring improvements in efficiency, capability and value for money across the public service. It requires agencies to identify and deliver savings equal to 2 percent of their eligible baseline (enacted through Budget 2026), followed by an additional 5 percent in each of the subsequent two years (2027/28 and 2028/29).

28. The programme is designed to support medium-term, structural change rather than one-off savings. It provides agencies with the time and flexibility to redesign how they operate, including changes to workforce settings, service delivery models, and the way corporate and enabling functions are organised, while aligning with existing performance planning and budget processes. In some cases, targeted upfront investment may be required to enable enduring savings and reductions in FTE numbers over time.

29. At this stage, the Baseline Reduction programme applies to a subset of agencies, for example, core education, health and law and order agencies are not currently in scope. This reflects our priorities in service delivery and where significant savings programmes or transformation is already underway.

30. However, these transformational changes and savings need to apply across all parts of the public sector. Therefore, we will consider what fiscal mechanisms are necessary to

support and drive this change even in areas where we will be providing more funding. This could include expanding the scope of the baseline reduction.

31. Consistent with the proposal to an FTE target outlined below, agencies will be expected to meet baseline reduction targets primarily through reductions in personnel costs.

FTE target

32. Alongside savings targets, an overall target for FTEs in the public service can drive digitisation and prioritisation, fiscal constraint and the programme of change outlined in this paper.

33. From 2008 to 2017 a cap on core government administration FTEs successfully held FTE levels reasonably flat, supported by fiscal savings exercises due to the global financial crisis. Since the cap was removed on 30 June 2017 the Public Service grew significantly from 47,250 FTEs to a high in December 2023 of 65,700 FTE. This is an additional 39% or nearly 18,500 FTEs and a growth rate nearly three times as fast as the labour force overall. While growing, service delivery worker numbers grew at less than half the pace of other workers (18% compared with 46%). Core Crown expenses rose by approximately 67% over this period.

34. Such trends are in the wrong direction, and we have started to turn them around. We have grown service delivery and shrunk the other areas over the past two years with reductions in Clerical and Administrative Workers (down 15%), Managers (down 6%), Information Professionals (down 4%), and Policy Analysts (down 10%).

35. Governments internationally are facing similar pressures and opportunities and are also looking at reducing or managing public service FTE numbers. Canada's 2025 Budget outlined a strategy to reduce the federal public service by about 10% by 2028/29 while investing significantly in digital and automation to improve citizen services. In Singapore, the government aims to keep the growth of public sector employment lower than or roughly in line with the growth of the overall labour force. In the UK, cross government reductions to 'administration budgets' are expected to result in significant back office headcount reduction.

36. In this context, we consider that a more focused effort is needed. We propose:

    36.1.[33]

    36.2. **an in-principle target of FTEs to be below 55,000 by July 2029** [33]

37. In broad terms every 1,000 FTEs equate to $103 million. An FTE target will force discipline on the activity that is most valuable for government to do.

38. [33] . The cap and target cover all public service agencies (listed in Annex One), and therefore does not cover Crown entities, Police, Armed Services, most doctors and nurses, nor teachers.

39. [33]

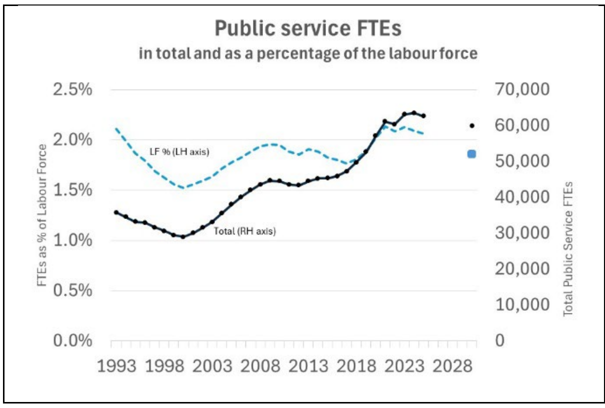
40. The [33] (55,000 FTE by July 2029) target would mean the public service returns to around 1.0% of the NZ estimated resident population, compared to the 1.2% at the start of this Government. This is equivalent to the level over 2007-2018. This would see total FTEs fall by around 8,700 from June 2027, which is around 7% per year. The required impact on the workforce will likely be even greater, as Budget investment decisions over this period have not been included in these numbers. Based off recent levels of Budget investment this would add around a further 2,400 FTEs over the two-year period. This would need to be reduced from elsewhere in the workforce, unless future new Budget spending is biased away from new public service FTE.

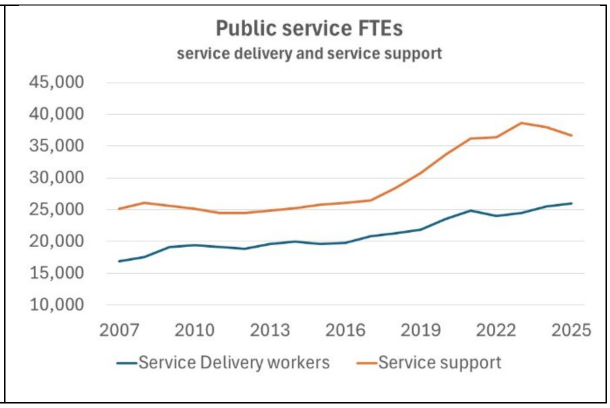
41. We see this as a strong and clear statement of our ambition that reflects frontline pressures while still ensuring a focus on core priorities, digitisation, delivery, and efficiency by the public service. It takes into account known cost and resourcing pressures, the fiscal constraints, and the fact that efficiencies from digital, AI and operating model changes are unlikely to be fully realised over the 3-year period.

42. Nevertheless, it will require transformations of service delivery models, back-office functions and the acceleration of digital technologies across the board, many of which are not foreseeable in a concrete form at present. Where this is limited or takes longer than 3 years to realise, it may require bold programme choices to avoid risks to the volume and coverage of frontline services.

43. We can mitigate these risks and uncertainties by taking a staged approach to implementation (as discussed in the next section) that takes advantage of transformation gains from operating model or digital changes as they happen, [33]

44. We will also ensure we learn from previous experience. For example, we already have in place a cap on contractor and consultant spend, which will be maintained (and adjusted as required) to avoid work being inefficiently outsourced as a substitute for FTEs.





45. While the target relates specifically to Public Service departments and departmental agencies, we expect Crown entities to also adhere to Government's expectations on fiscal and workforce discipline. Crown Entities will be within scope of many of the levers used to deliver both fiscal savings and reductions in FTE. The Public Service Commission will continue to monitor and report the size of Crown entities.

Implementation

46. A more efficient and productive public service will be achieved through the delivery transformation programme outlined in this paper. This will be further reinforced through the Baseline Reduction Programme and setting of an FTE target.

47. The decisions in this paper will be implemented through levers including clear expectations for Chief Executives set by the Public Service Commissioner and through the Budget and performance plan processes. [33]

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48. Central agencies will work with agencies to identify opportunities to implement the transformation programme, including potential digitisation and machinery of government changes outlined above, working with external experts as appropriate. This planning will identify savings to be delivered through the baseline reduction programme and include explicit Ministerial decisions to stop or reduce agency functions. It will be captured in performance plan process that will include planning and outline progress towards agency FTE targets. Much of this programme of work will also apply to Crown entities.

49. [33]

50. Ministers should support this programme of work by actively engaging with Chief Executives in communicating government expectations, supporting, and participating in planning processes, effectively monitoring, and enabling course correction.

51. We will track progress across the transformation programme as a whole and will keep Cabinet updated. On the FTE targets specifically, agencies will be expected to deliver to their FTE projections outlined in their performance plans. The Public Service Commission will monitor and report quarterly on progress towards achieving the FTE targets, including on trends at the occupation level.

52. To support this, we will be making a small change to how occupational roles are reported. We will continue to use the Statistics NZ occupational groupings, which have been applied for over a decade by PSC and Treasury. However, we will include ICT professionals within the Service Delivery grouping (along with ‘Inspectors and Regulatory Officers’ and ‘Social, Health and Education Workers’) to recognise their front-line role in realising the transformation of services to New Zealanders. Relatedly, Contact Centre workers are in the ‘Service Support’ grouping recognising the potential for significant digitisation efficiencies.

Table 1: Public service FTEs by occupational group[2]

	2017	**2023**	**2025**	**% change 2017-2023 (annual average)**	**% change 2023 2025 (annual average)**
Corrections –Inspectors and regulatory officers	5,144	5,102	6,091	0%	9%
Other Inspectors and Regulatory Officers	5,324	6,155	6,554	2%	3%
Social, Health and Education Workers	8,568	10,873	10,894	4%	0%
ICT Professionals and Technicians	1,772	2,388	2,475	5%	2%
Total Service Delivery	**20,809**	**24,517**	**26,013**	**3%**	**3%**
Contact Centre Workers	4,240	4,608	5,199	1%	6%
Managers	5,333	8,059	7,600	7%	-3%
Policy Analyst	2,633	3,949	3,563	7%	-5%
Information Professionals	5,437	9,426	9,020	10%	-2%
Legal, HR and Finance Professionals	2,190	3,357	3,316	7%	-1%
Clerical and Administrative Workers	3,946	5,726	4,891	6%	-8%
Other	2,665	3,475	3,051	5%	-6%
Total Service Support	**26,443**	**38,600**	**36,642**	**7%**	**-3%**
TOTAL	**47,252**	**63,117**	**62,654**	**5%**	**0%**

[2] Noting that Police, most doctors / nurses, teachers and defence personnel are not included within this scope.

53. The table below shows the next steps for implementing public service transformation overall.

Milestone/Activity	Timeframe
Digital	
Digital Target State (system investment)	System governance for Digital Target State in place by Q3 2025/26
Government Digital Products (app/wallet/messaging)	App 1.0 released in December 25, secure messaging infrastructure available for agencies to integrate with from July 2026, payment capability in early 2027 **Accountability:** Minister for the Public Service and Digitising Government.
Shape	
Establishment of MCERT	New Chief Executive appointed and MCERT functions transferred by 1 July 2026 **Accountability**: Minister for Housing (lead accountability), engaging with Minister Responsible for RMA Reform, Minister of Transport, Minister for the Environment, Minister for Climate Change, Minister for Local Government, Minister for the Public Service and Digitising Government.
Further streamlining the operating model	Central agency advice provided on next steps to Minister of Finance and Minister for the Public Service and Digitising Government by 30 June 2026 **Accountability:** Minister for the Public Service and Digitising Government, Minister of Finance
Leadership and Talent	
Current work programme	Potential legislative changes, rolling development programme for leaders, and enhanced technology platform and data by mid-2026. **Accountability**: Minister for the Public Service and Digitising Government
Public Service Academy	Advice on options in May 2026 with a view to establishment by 1 October 2026. **Accountability**: Minister for the Public Service and Digitising Government

More efficient and productive public sector	
Baseline Reduction Programme	Ongoing advice on implementation to Minister of Finance **Accountability:** Minister of Finance with other Budget Ministers
[33]	
[33] FTE target (transformational change) – 30 June 2029	• Expectations set for & Chief Executives – May 2026 • [33] • • • **Accountability**: Minister of Finance, Minister for the Public Service and Digitising Government

Cost-of-living Implications

54. Over time, the proposals in this paper are expected to increase the efficiency and effectiveness of public services, which will have flow on effects for the economy and the cost of living.

Financial Implications

55. There are no direct financial implications from this paper, however the work programme outlined is expected to help us achieve our fiscal strategy over the next three to five years. As part of the Budget process, Budget Ministers have set baseline reduction targets consistent with driving the efficiency and savings goals of the strategy. In the 2023/24 year, the cost of the public service (excluding depreciation and capital charge) equated to

around $13.2 billion of which personnel costs are $7.5 billion. Reducing staff through technology will have an impact on cost and productivity.

56. Specific proposals for digital transformation and machinery of government changes, including their financial implications, will be considered on a case-by-case basis.

Legislative Implications

57. None.

Impact Analysis

58. A Regulatory Impact Statement is not required as the proposals concern changes to the internal administrative or governance arrangements of the New Zealand government. These proposals have no implications for human rights.

Use of external Resources

59. Private sector perspectives were sought in developing some aspects of this paper, but no external resources were used.

Consultation

60. This paper has been developed by central agencies. The nature of the proposals means no wider consultation has taken place.

Communications

61. The decisions in this paper are Budget Sensitive. Core elements of these proposals will be publicly released in budget documents. Central Agency Chief Executives, as well as the Minister for the Public Service and Digitising Government and the Minister of Finance, will brief public service Chief Executives in due course.

Proactive Release

62. The Minister for the Public Service and Digitising Government will <u>not</u> proactively release this Cabinet paper until subsequent decisions have been made with respect to Budget and implementation.

Recommendations

The Minister of Finance and the Minister for the Public Service and Digitising Government recommend that the Committee:

1. **Note** to fully reach its potential, New Zealand needs a public service that is innovative, responsive and fiscally sustainable.

2. **Note** there are four workstreams to enable the public service to become more effective and efficient. These changes are:

   2.1. **A streamlined operating model:** Move to a more aligned and better organised public service, with fewer agencies organised in a way that reflects the way New Zealanders and businesses want to engage with government.

   2.2. **Digitisation:** Take advantage of the possibilities provided through digitisation and Artificial Intelligence to improve services to taxpayers, through working towards the Digital Target State.

   2.3 **Investing in talent:** Attract, retain and grow the best and the brightest talent to work in the public service.

   2.4 **Efficient and productive public sector**: Constraining FTE growth and implementing enduring baseline reductions to support a more efficient, productive, and sustainable public service by requiring agencies to prioritise frontline delivery and improve value for money.

3 **Agree** to move to fewer public service agencies over three to five years to transition to a more aligned and better organised public sector with efficiency benefits from reducing overall overhead costs.

4 [33]

5 **Agree** that, to implement the mandate we have agreed for GCDO, it is expected that the funding and leadership of delivery of some digital initiatives will be transferred to GCDO, subject to the advice provided through recommendation 4 above.

6 **Agree** that our intent is to align incentives to maximise system and agency benefits (including efficiencies) from digital investment and, as part of this, it is expected that the GCDO will retain a proportion of savings/efficiencies of digital initiatives managed by GCDO to further accelerate digital transformation.

7 **Agree** that the Public Service Commission will establish a Public Service Academy, subject to a Cabinet report-back on the steps to establishment, including funding and implementation, in May 2026, with the working assumption that funding will be through a levy on all relevant public sector agencies.

8 **Note** delegated Budget ministers have agreed to a baseline reduction target for eligible agencies of 2 percent (enacted through Budget 2026), and an additional 5 percent in the 2027/28 and 2028/29 years.

9 [33]

10 **Agree** to set an in-principle target of FTEs being below 55,000 by July 2029, covering all departments and ministries (and therefore not covering Police, Armed Services, and Crown entities including Health New Zealand staff and the Education service), [33]

11 **Note** that this will require the investments we are making in Service Delivery personnel, particularly Corrections and social workers, to be offset by reductions in other areas.

12 **Note** that FTE reductions will require transformations of service delivery models and back-office functions, supported by efficiencies from digitisation and public service reorganisations, working in tandem with fiscal baseline reduction targets.

13 **Note** the decisions in this paper will be implemented through levers including Chief Executives' expectations set by the Public Service Commissioner, through the Budget and performance plan processes and considering a refresh of the Government Workforce Policy Statement.

14 **Agree** that agencies will report progress towards the FTE target quarterly to their Ministers and the Public Service Commission, [33]

15 **Note** Service Delivery and Service Support occupations will also be tracked to ensure reductions are achieved through efficiencies to supporting functions.

Note that the Public Service Commission will continue to monitor FTE numbers of Crown entities, while further work is underway on how to ensure Crown entities are adhering to both fiscal and workforce discipline expected of the public service entities.

Hon Nicola Willis

Minister of Finance

Hon Paul Goldsmith

Minister for the Public Service and Digitising Government

Annex one – departments and departmental agencies

Cancer Control Agency
Charter School Agency
Crown Law Office
Department of Conservation
Department of Corrections
Department of Internal Affairs
Department of the Prime Minister and Cabinet
Education Review Office
Government Communications Security Bureau
Inland Revenue Department
Land Information New Zealand
Ministry for Culture and Heritage
Ministry for Ethnic Communities
Ministry for Pacific Peoples
Ministry for Primary Industries
Ministry for Regulation
Ministry for the Environment
Ministry for Women
Ministry of Business, Innovation and Employment
Ministry of Defence
Ministry of Disabled People
Ministry of Education
Ministry of Foreign Affairs and Trade
Ministry of Health
Ministry of Housing and Urban Development
Ministry of Justice
Ministry of Māori Development-Te Puni Kōkiri
Ministry of Social Development
Ministry of Transport
National Emergency Management Agency
New Zealand Customs Service
New Zealand Security Intelligence Service
Oranga Tamariki-Ministry for Children
Public Service Commission
Serious Fraud Office
Social Investment Agency
Statistics New Zealand
The Office of Treaty Settlements and Takutai Moana: Te Tari Whakatau
The Treasury