



Annual Report Pūrongo-ā-tau



For the year ended 30 June 2026
Mō te mutunga o te tau i te 30 o ngā rā o Pipiri 2026

Statement of Representation

I am pleased to present the Annual Report of the Public Service Commission Te Kawa Mataaho (the Commission) for the year ended 30 June 2026. This report comprises of:

- the Annual Report of the Commission on the operations of the Commission, provided under the Public Service Act 2020.
- the Annual Report of the Chief Executive on the operations of the Commission, and its audited financial statements, provided under the Public Finance Act 1989.



Sir Brian Roche, KNZM

**Public Service Commissioner | Head of Service
Te Tumu Whakarae mō Te Kawa Mataaho**

30 September 2026

Presented to the House of Representatives pursuant to the Public Finance Act 1989.
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ISSN 2744-3701 (Print)
ISSN 2744-371X (Online)



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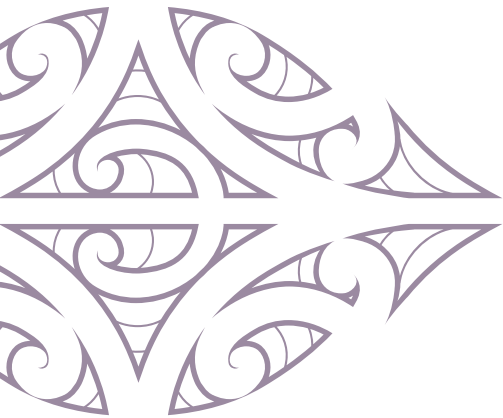
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Commissioner's overview

Tā te Kaikōmihana tirohanga whānui

A major focus of the year was strengthening the system settings that help agencies deliver better services for New Zealanders. The Commission worked across legislation, performance, integrity, leadership, workforce and digital delivery to reduce duplication, improve delivery discipline, lift public value, and make it easier for agencies to work as one Public Service.

The Public Service continues to operate in a challenging environment, with agencies balancing significant expectations, fiscal constraints, and ongoing change while continuing to deliver essential services to New Zealanders. In this context, I am appreciative of the resilience, professionalism, and dedication shown by public servants and our own people, who continue to support Ministers, Chief Executives, and agencies with care, integrity, and a steadfast commitment to public service.

The Commission provided trusted, impartial support to the Government of the day by responding to Ministerial requests, leading and coordinating inquiries, providing system-wide advice, and supporting decision-making on issues that affect the performance and integrity of the Public Service. Through its support to Ministers, Chief Executives, and agencies, the Commission helps ensure government priorities are delivered effectively while maintaining public trust, accountability, and the long-term capability of the Public Service.

The Commission supported significant legislative change through the Public Service Act amendments. These changes clarify the role of the Public Service, streamline chief executive responsibilities, reinforce political neutrality, professional competence and merit-based appointments, strengthen performance management, and improve the management of risks to national security or the national interest.

We continued to assess and strengthen Public Service performance. This included completing two Performance Improvement Reviews, which provide independent assessments of agencies' ability to deliver for New Zealanders and identify where

improvement is needed. We also supported major system priorities, including the Accident Compensation Corporation (ACC) turnaround, and Crown entity performance, infrastructure, and machinery-of-government reforms.

Integrity remains central to the Commission's work. We progressed an action plan to strengthen integrity, issued a new Code of Conduct for the Public Sector, and supported agencies with practical tools, guidance and learning so integrity expectations are clearer and easier to apply in everyday practice.

The year also reinforced the importance of leadership, talent and system capability as critical enablers of a high performing system. The Commission supported chief executives, appointed new leaders, and progressed a more strategic approach to talent management. This included establishing the system-wide Executive Talent Cohort, strengthening executive development and succession planning, and creating the Public Service Talent Board to provide future-focused advice on leadership and talent across the Public Service.

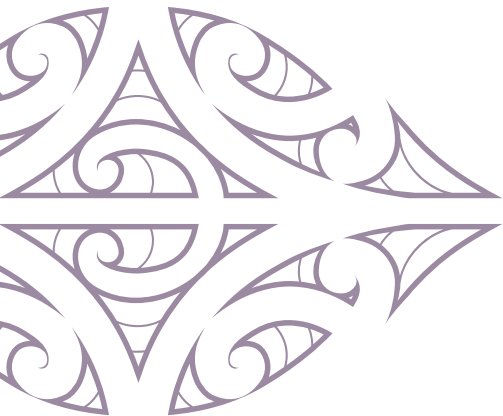
We also integrated the Government Digital Delivery Agency into the Commission and completed a rapid review of its operations. This integration reflected digital as being a key catalyst for change.

Our international work continued to support capable and trusted public services in the Pacific. Funding was secured for Phase II of the Strengthening Pacific Public Services Programme for a further five years, through to March 2031. The Public Service also supported the 2025 Pacific Public Service Leaders Forum in Fiji, where more than 60 delegates from 16 Pacific nations focused on trust, ethical conduct, digital leadership, workforce capability and future-ready public services.

The next two to three years will be about building on the strong foundations we have around reorientating the Public Service to a more system-oriented, user-friendly and joined-up experience for New Zealanders. The Commission will focus on what a future Public Service will look like: improved services delivered and with new technologies, including AI, fewer agencies and a smaller workforce. We will also embed the Public Service Act changes, support chief executives to deliver, strengthen integrity and conduct, build the next generation of Public Service leaders, and improve workforce capability, mobility and agility so agencies can respond to future fiscal, technological and societal change.

The progress made this year gives the Commission a stronger base for that work. Clearer legislative settings, stronger digital leadership functions, practical integrity tools, more deliberate talent arrangements and a sharper performance focus strengthen the centre's ability to lead, coordinate and hold the system to account. Together, these are the foundations needed to give effect to the State of the Public Service Report's call for a more unified, user-centred and trusted Public Service; one that is better organised around the needs of New Zealanders, more disciplined about performance and value for money, and better able to respond to future fiscal, technological and societal change.

If we get it right – if we stay focused on what matters, if we work together across the system, and if we keep the people we serve at the centre of what we do – we will have a stronger and more resilient Public Service.



Who we are and what we do

Ko wai mātau, he aha hoki ā mātau mahi

Our purpose and statutory role

The Commission leads and supports the Public Service to deliver better outcomes for New Zealanders.

Our role is to help the Public Service operate as a system. We support Ministers and agencies, appoint and support Public Service chief executives, set expectations for integrity and conduct, advise on system design and performance, and build the capability needed for high-quality public services.

The Public Service Amendment Act 2026 updated statutory settings and sharpened the Commission's mandate as a central agency for system stewardship, performance, integrity and leadership. The amendments clarify the Public Service's role in supporting the Government of the day. They also strengthen the Commission's levers for chief executive recruitment and performance, agency reviews, integrity and conduct, key positions, and managing risks to national security or the national interest.

In 2025/26, our role expanded to support stronger digital leadership across government, alongside our wider system stewardship, performance, integrity and leadership functions.

Strategic Intentions 2024–2028

Strategic Intentions He Takunetanga Rautaki 2024–2028 sets out the Commission's strategic intentions, intended outcomes and performance indicators.

Our vision is a leading-edge, unified and trusted Public Service that serves New Zealand and its people. In 2025/26, we continued to work towards two strategic intentions:

- achieving better outcomes and improving public services for New Zealanders
- maintaining and enhancing the trust and legitimacy of the Public Service.

Our performance framework 'The Public Service We Are Building Together - Tā Tātou Ratonga Tūmatanui' (see page 13), shows how the Commission's funding and activities contribute to the outcomes we seek for New Zealanders.

During the year, the Commission began updating its strategic intentions to reflect changes in the operating environment, including amendments to the Public Service Act 2020, stronger expectations for Public Service transformation, and the incorporation and delivery of the Government Digital Delivery Agency.

The refreshed intentions will recognise the Commission's expanded digital government role and keep it connected to system stewardship, performance, integrity and leadership. This report reflects the Strategic Intentions 2024–2028 in place during 2025/26; the updated intentions will guide work from 2026/27.

In 2025/26, the Commission focused on three priority areas aligned with Government expectations and its strategic intentions:

- **Activating the Public Service around Government priorities.** The Government has set clear priorities for the Public Service, supported by defined performance objectives and measures. The Commission helps align the Public Service around these priorities and supports agencies to use their expertise to deliver them.
- **Driving efficiency and fiscal consolidation.** Fiscal responsibility is essential to maintaining public trust and delivering better outcomes and services. The Commission supports the Public Service to improve workforce efficiency, meet Government expectations for employment conditions and reprioritise resources towards higher-impact activity.
- **Focusing on capability and performance.** Clear performance expectations are needed for Public Service chief executives and for the chairs, boards and chief executives of Crown entities. The Commission coordinates performance improvement reviews to assess agency capability and performance and is strengthening Crown entity performance through improved board appointment systems, expectation setting, and monitoring.

The 'Implementing the Government's priorities' section outlines how the Commission's work has contributed to these goals.

This year's highlights show the Commission is strengthening the Public Service system for delivery, trust and long-term capability.



Supporting Ministers to progress Public Service transformation by reshaping the system around users, reducing duplication, improving coordination, and delivering better value for money.



Supporting new legislative settings for the Public Service. The Public Service Act amendments passed into law, clarifying the Public Service's role, strengthening accountability and reinforcing political neutrality, professional competence and merit-based appointments.



Maintaining high trust and strengthening transparency. Trust in the New Zealand Public Service rose to 62.1% in the 2025 OECD survey, placing New Zealand fifth out of 33 countries. Cabinet also agreed New Zealand's Fifth Open Government Partnership National Action Plan, supporting greater integrity, transparency and accountability.



Lifting performance, leadership and accountability. The Commission used Performance Improvement Reviews, chief executive performance management, targeted reviews, turnaround planning, Crown entity appointments and talent arrangements to help Ministers, boards and chief executives identify risks earlier and improve delivery.



Strengthening leadership and central oversight of major public sector bargaining.

The Commission was actively involved in education and health sector bargaining to support timely, fiscally responsible outcomes for the Government and these important workforces.



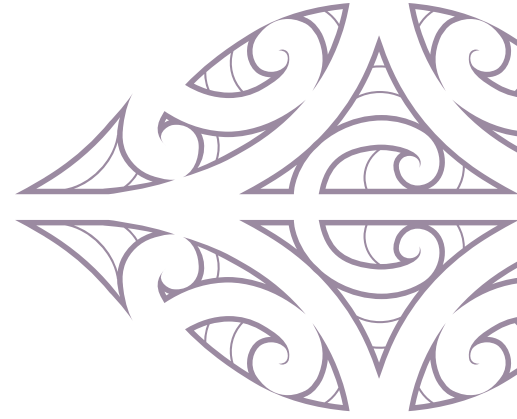
Integrating digital leadership (GDDA). The integration of the Government Digital Delivery Agency (GDDA) into the Public Service Commission marked a significant step in bringing together digital delivery and public service leadership. This integration will support more coordinated digital leadership, investment discipline and common capabilities as part of the wider shift towards simpler, more joined-up public services.



Continuing support for Pacific Public Service leadership. Funding was secured for Phase II of the Strengthening Pacific Public Services Programme through to March 2031. The Public Service also supported the 2025 Pacific Public Service Leaders Fono in Fiji, where more than 60 delegates from 16 Pacific nations focused on trust, integrity, digital leadership and workforce capability.



Supporting the Crown response to Abuse in Care. The Crown Response Office continued to coordinate the Government's response to the Royal Commission of Inquiry into Abuse in Care and report on progress across the response.



Delivering on our Strategic Intentions

Te whakatutuki i ō Mātau Whāinga Rautaki

Outcomes and services

This year, the Commission supported better outcomes and services by strengthening the system settings that enable delivery.

Digital delivery was central to this system shift. The Commission supported stronger coordination of digital leadership, investment and common capabilities so agencies can reduce duplication, reuse platforms where appropriate, and deliver simpler, faster and more joined-up services.

We also supported Government priorities and agency performance through advice on Crown entities, machinery of government reforms, Public Service performance and workforce matters, helping align agencies and system settings with effective delivery.

See the Assessment of operations section for further detail on the work we do.

New Zealanders' satisfaction with public services is a key indicator of system performance. The Commission's Kiwis Count survey collects quarterly feedback from a nationally representative sample of 2,000 New Zealanders about their service experiences and trust in the Public Service.

Kiwis Count covers a broad range of services provided or funded by central government, including health, education, social and emergency services.

In June 2026, 81% of respondents were satisfied or very satisfied with their most recent government service experience, down slightly from historic highs of 84% in the March 2026 and December 2025 quarters.

Responsiveness is another measure of service quality. Kiwis Count asks people to consider the Public Service overall and assess the extent to which:

“When thinking about the Public Service overall, how much do you think they...”

Performance measure key

▲ Improved from previous year

■ No material change

▼ Declined from previous year

Measure	Jun 26	Mar 26	Dec 25	Sep 25	Jun 25
Are there when I need them	60% ■	61%	63%	59%	60%
Treat people fairly	61% ▲	62%	63%	60%	60%
Treats people with respect	66% ▼	69%	69%	66%	67%
Understand my needs	56% ▲	58%	60%	55%	54%
Work together with other government organisations to meet my needs	53% ▼	56%	57%	52%	54%
Change services in response to feedback from the public	44% ▲	45%	48%	40%	42%

Though most questions showed relatively stable scores across the year, the December 2025 quarter saw a notable improvement in perceptions that the Public Service changes services in response to feedback from the public (48% up from 40% in September).

Trust and legitimacy

Public trust and legitimacy depend on a Public Service that is transparent, politically neutral, responsive and accountable. In 2025/26, the Commission strengthened the system settings that support confidence in public institutions, including trust measurement, open government, official information and integrity expectations.

We progressed the *Action plan to strengthen integrity*, published the Long-Term Insights Briefing *Future of Public Service Integrity*, and supported Cabinet agreement of New Zealand's Fifth Open Government Partnership National Action Plan. Together, these initiatives strengthen ethical conduct, transparency, protected disclosures, corruption risk assessment and accountability across the system.

The publication of the new Code of Conduct strengthens the foundations of trust between the Public Service and the people it serves. By clearly setting the standards of behaviour expected of all public servants, it supports the legitimacy, credibility and long-term effectiveness of public institutions.

In November 2025, the Commission published its second Long-Term Insights Briefing, *Future of Public Service Integrity*, to support public and decision-maker understanding of the trends, challenges and drivers shaping integrity.

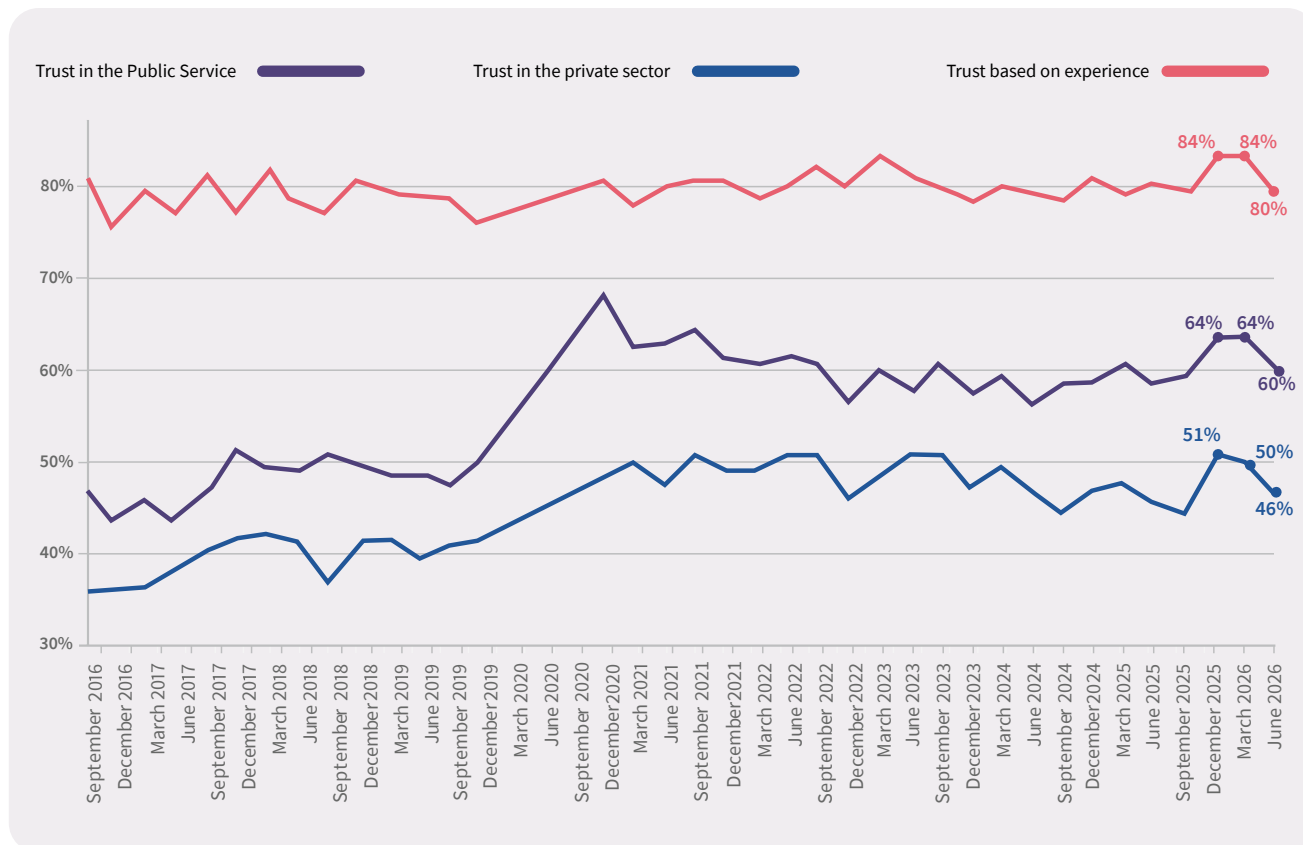
In December 2025, Cabinet agreed New Zealand's Fifth Open Government Partnership National Action Plan. Aligned with Government priorities and the Action plan to strengthen integrity, the plan supports work on protected disclosures, corruption risk assessment, ethical transitions between the public and private sectors, and transparency around senior Public Service leader conflicts of interest.

During the reporting period the Public Service Commissioner has not issued any certificates under clause 8(1)(b) of Schedule 3 of the Public Service Act (which applies any Inquiry Act 2013 provisions to an investigation).

Measuring trust in the Public Service

New Zealand was one of 33 countries in the OECD's 2025 survey on the Drivers of Trust in Public Institutions. Trust in the New Zealand Public Service increased to 62.1% in 2025, up from 58.6% in 2023 and 54.6% in 2021. This is well above the OECD average of 45.5% and gives New Zealand the fifth-highest score.

Kiwis Count measures trust quarterly. As at 30 June 2026, 60% of New Zealanders trusted the Public Service, down from 64% last quarter. Trust in the private sector was 46%, down from 50%.



Kiwis Count also shows a high proportion of people believe the Public Service does its best to help New Zealanders and is honest.

Measure	Jun 26	Mar 26	Dec 25	Sep 25	Jun 25
Are open and transparent with information	55% ▼	58%	58%	52%	56%
Admit responsibility when they make mistakes	42% ▲	40%	47%	39%	41%
Are generally honest	66% ▼	64%	68%	64%	67%
Do their best to help New Zealanders	67% ▲	65%	68%	65%	65%

Perceptions that the Public Service admits responsibility when mistakes are made improved notably in the December 2025 quarter, rising from 39% in September 2025 to 47%, while most other questions remained relatively stable across the year.

Access to official information is another important foundation for trust.

The Commission supports Official Information Act 1982 (OIA) practice and compliance across the Public Service. Between 1 July and 31 December 2025, 97.8% of OIA requests were completed within legislative timeframes, including extensions. This was the seventh consecutive reporting period where more than 97% of requests were completed within required timeframes.

We also report on the proactive release of Cabinet papers. Between 1 July and 31 December 2025, 66.9% of papers approved for release were released within 30 days, up slightly from 65.6% in the previous period. Some papers were released in compliance with the directive but outside the 30-day timeframe.

The Public Service we are building together

Tā Tātou Ratonga Tūmatanui



Strategic Outcomes

Our strategic outcomes reflect what New Zealanders expect to see in the Public Service and the ultimate goals we contribute towards

Impacts

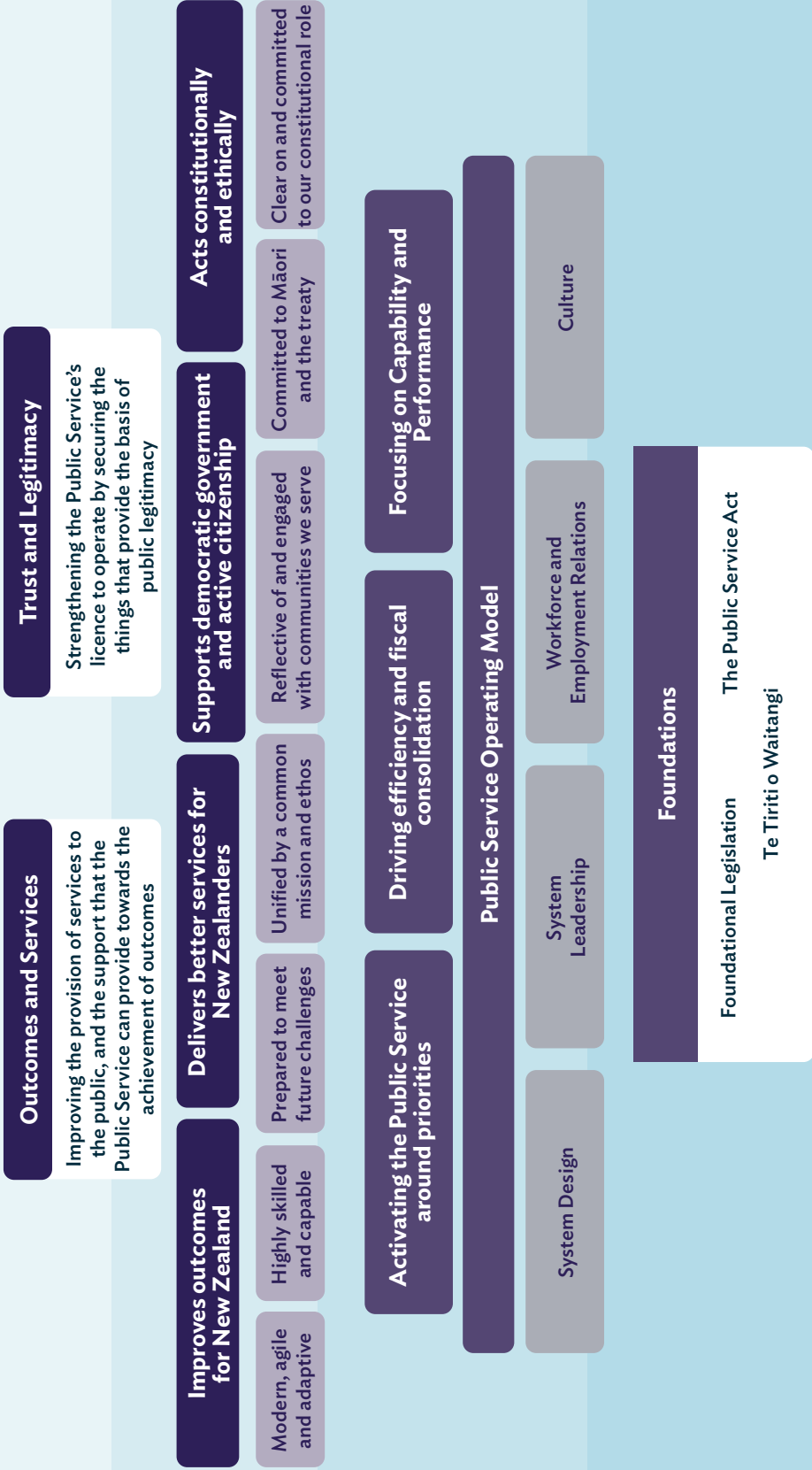
Public Service strategic outcomes and impacts are reported through narratives and metrics that demonstrate progress against our strategic intentions

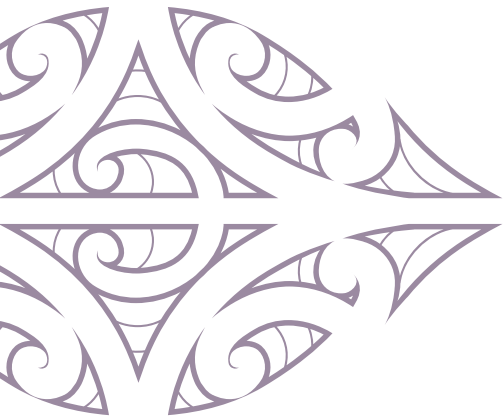
Our Work

To drive performance, deliver on government priorities, and meet our statutory obligations, the Commission has structured its work programme around these core areas

Foundations

Our work is anchored in a set of enduring foundations that guide our approach, shape our priorities, and ensure we deliver value to the Public Service and New Zealanders





Implementing the Government's priorities

Te whakatinana i ngā Whakaarotau a te Kāwanatanga

Baseline savings

2025/26 reflects the second year of reduced funding announced in Budget 2024. The Fiscal Sustainability Programme (FSP), launched in response to Budget 2024 reshaped the Commission's structure and workforce by merging functions, increasing spans of control and flattening management layers. It delivered savings of \$5.6 million per annum while maintaining our legislated responsibilities and strategic priorities.

Budget 2026 introduced further savings of \$1.103 million for the Commission. The FSP placed the Commission on firm financial footing, allowing us to manage these savings through position management and a more active approach to vacancy lag.

Expenditure on contractors and consultants

In 2025/26, the Commission spent \$6.1 million on contractors and consultants, \$3.6 million more than the previous year. This expenditure represented 12.50% of total departmental workforce expenditure.

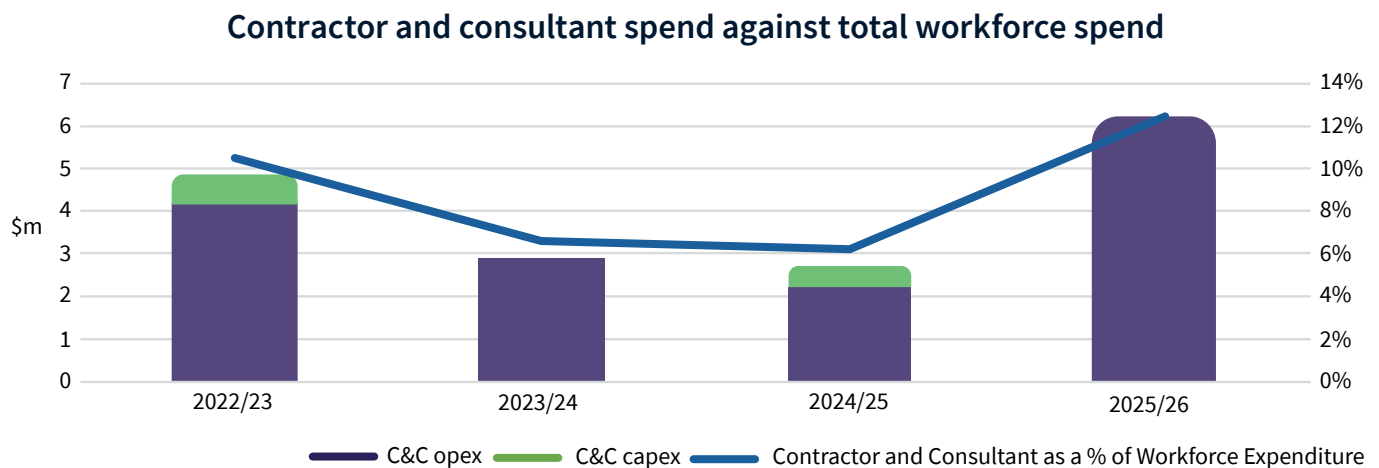
By comparison:

- In 2023/24, it was \$2.8 million (6.46% of departmental workforce expenditure)
- In 2024/25, it was \$2.5 million (6.17% of departmental workforce expenditure)

Expenditure on contractors and consultants increased in 2025/26 for three significant reasons:

- \$1.5 million is contractor and consultant spend in the Government Digital Delivery Agency appropriation, which was not part of the Commission in previous years.

- \$633,000 relates to the costs of integrating the Government Digital Delivery Agency, including the rapid review of GDDA, the corporate review model, and project management. These costs specifically relate to integration and are in addition to the \$1.5 million for ongoing delivery mentioned above.
- \$1.2 million for the establishment of the Ministry for Cities, Environment, Regions and Transport. This is a one-off establishment cost incurred by the Commission. The graph below tracks the Commission's contractor and consultant spend over time alongside contractor and consultant spend as a percentage of workforce expenditure.



Government targets and ministerial priorities

The Commission's *Strategic Intentions He Takunetanga Rautaki 2024–2028* is grounded in a vision of a leading-edge, unified and trusted Public Service that serves New Zealand and its people. It focuses the Commission on better outcomes and public services, while maintaining and enhancing trust. The three priorities agreed with the Minister for the Public Service and Digitising Government are mutually reinforcing and align with the Government's focus on delivery, efficiency, fiscal responsibility and improved performance.

The Government's coalition agreements also include specific goals that the Commission has delivered or supported.

Activating the Public Service around priorities, including the nine government targets

Focusing on capability and performance

In 2025/26, the Commission strengthened performance across the public sector by working with agencies, Crown entities and major reform programmes where stronger leadership, governance, accountability and implementation discipline were needed. Through Performance Improvement Reviews, chief executive performance management, targeted reviews, turnaround planning and Crown entity appointments, we supported Ministers, boards and chief executives to identify risks and improve delivery.

Performance Improvement Reviews

Performance Improvement Reviews remained a key system tool. During the year, the Commission completed reviews of New Zealand Police and the Treasury, providing independent, future-focused assessments of organisational capability, leadership, systems and operating models to help Ministers and agency leaders identify improvement priorities and prepare for future challenges.

The Commission also contributed to work that strengthens digital delivery across government. Following the rapid review of the Government Digital Delivery Agency, a Digital Delivery Reset Programme was established to strengthen the centre's role, mandate and capability in digital delivery. The programme is focused on improving investment discipline, reducing duplication, strengthening delivery capability and supporting more reliable, better governed digital services for New Zealanders.

Supporting organisational performance and turnaround

The Commission supported agencies and Crown entities facing significant delivery, financial or organisational challenges, working with Ministers, boards and executive leaders to strengthen governance, clarify accountability, improve performance monitoring and support implementation.

ACC was a significant focus. The Commission supported the Government's work to improve ACC's performance and sustainability, including advice on governance, leadership, monitoring and accountability arrangements for the ACC Turnaround Plan.

This work reflected an increased focus on identifying and addressing performance risks earlier, using governance, leadership and accountability levers to support sustained organisational improvement.

Strengthening Crown entity governance

Crown entities deliver essential public services, manage significant public assets and funding, and employ a substantial proportion of the wider public sector workforce. During the year, the Commission worked with Ministers and monitoring departments to strengthen Crown entity performance through improved governance, leadership and accountability arrangements.

A particular focus was supporting critical chair and board appointments. Effective boards are central to strong organisational performance, particularly for entities responsible for major service delivery, significant assets, regulatory functions or material fiscal risk. The Commission supported a more strategic approach to appointments, including earlier identification of capability requirements, stronger candidate pipelines and enhanced support to Ministers and monitoring departments.

The Commission also strengthened support for chairs and boards through guidance, induction and direct engagement. This included helping incoming chairs understand Government priorities, governance responsibilities and emerging performance risks, while supporting improvements in Crown entity monitoring to provide Ministers with better information on board performance, organisational capability and delivery risks.

Developing leadership capability

The Commission strengthened its role in talent management across the system – implementing a more deliberate approach to identifying, developing and deploying leadership talent. This included:

- Actively developing the Public Service executive talent cohort, supported by development plans, coaching, mentoring and experiential learning opportunities, and establishing a clearer system view of future leadership capability.
- Delivering targeted development in priority capability areas, including integrity, digital leadership and financial management.

- Deploying talent across the system, to meet both system and individual development needs. Over 30% of our executive talent cohort were placed in experiential development opportunities over the year – building leadership capability and mobility across the system.
- Implementing new talent management guidance and improving how we hold, use and report on Executive Talent Management data.

Supporting system reforms

The Commission supported the implementation of significant system reforms. In vocational education, we engaged with the Ministry of Education and the Tertiary Education Commission on reforms to establish new polytechnics and Industry Skills Boards, with a focus on transition, change management and implementation risks. In the science, innovation and technology system, we supported machinery, governance and appointment work associated with new institutional settings, including the establishment of the New Zealand Institute for Advanced Technology, and engaged on the legislative framework intended to formalise the reforms.

School property was another important area of focus. The Government's reforms to the school property system are intended to strengthen accountability, cost discipline, governance and delivery across a large and complex asset portfolio. The Commission supported this work by advising on the leadership and chief executive arrangements needed for the transition to the New Zealand School Property Agency. This included support for interim leadership arrangements and advice on the future chief executive role as the Establishment Board prepared for the new Crown entity to take responsibility for the school property portfolio.

Fuel response

The Commission worked with the Treasury to support public sector preparedness for the Government's fuel response. This included work on a Public Sector Fuel Implementation Plan, which provided a common framework for agencies and Crown entities to reduce non-essential fuel demand, maintain readiness, protect critical public services, and respond in a coordinated and proportionate way if fuel conditions changed.

This work supported coordination across the public sector. The Commission's role included supporting consistent expectations, system-wide messaging, escalation of cross-agency risks, and alignment with national fuel response settings. It also helped provide Ministers with a clearer view of public sector fuel use, critical service dependencies, fleet issues, contractual obligations and the practical trade-offs that would need to be managed across agencies and Crown entities.

Summary

Across this work, the common thread has been a more active and disciplined approach to performance. The Commission has focused on helping Ministers, boards and chief executives understand where risks are emerging, what capability is needed, and what action is required to improve delivery. This includes using evidence earlier, strengthening governance, improving follow-up, and matching leadership capability to the system's most important delivery challenges.

Delivering on the Government's coalition agreements

The coalition agreement between the National Party and the ACT Party committed the Government to amending the Public Service Act to clarify the Public Service's role, improve performance, and strengthen accountability in delivering the Government's agenda.

Subsequently, the Commission supported Ministers in the policy and legislative design of the Public Service Amendment Bill. This amended the Public Service Act 2020 and received the royal assent on 2 June 2026. A major aim was to clarify that the role of the Public Service is fundamentally to serve the government of the day. Other changes made ensured that chief executives would be able to focus on their core roles in supporting Ministers.

The Amendment Act also contained new provisions to drive performance of the Public Service. In this connection the merit principle was reinforced by removing the ability to reappoint chief executives for a further term, and by specifying the appointments would be made solely on merit. Other changes strengthened provisions relating to chief executive performance, performance reviews of agencies, and integrity of public servants.

A third group of changes to the principal Act addressed issues relating to 'silos' in the Public Service. These are the outcome of fragmentation in the system and there is a need to break these down particularly in relation to costly information and communication technology investments. The Act provided a new way of combating fragmentation by providing for the Commissioner to have a say in the appointment of staff to specified key senior positions across the service. Finally, important provisions in the Amendment Act strengthened central oversight of the management of key risks in the system.

In terms of other coalition commitments, the Commission also supported the Minister for the Public Service and Digitising Government to issue a Cabinet Office circular that sets out the Government's expectation that public services be prioritised based on need. We also supported Ministers in the policy and legislative work arising from the intention to repeal the Plain Language Act.

Additionally, the Commission provided advice on work led by the Treasury to repurpose and rename Crown Infrastructure Partners Limited as National Infrastructure Funding and Finance Limited (NIFFCo). This delivers on the agreement to establish a National Infrastructure Agency.

Other significant budget decisions

Budget 2025 included several significant decisions that support the Government's priorities, are of public and parliamentary interest, and represent material investments for the Commission.

In response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions, the functions of the Crown Response Unit were transferred from Oranga Tamariki – Ministry for Children and established as the Crown Response Office, hosted at the Commission. This also involved a transfer of 41 FTEs increasing the Commission's FTEs to 193.7 as well as funding for the Office's operations.

In Budget 2025 the Crown Response Office received \$26.564 million over two years to:

- support the time-limited work of the Crown Response Office.
- coordinate remaining cross-government decisions and activities that need to occur centrally, enabling agencies to take permanent responsibility for the response to operate independently.

The Crown Response Office also received \$18.433 million over four years for Addressing the Wrongs of the Past – Redress for Abuse in Care. This funding supports the delivery of redress initiatives announced on 9 May 2025. These include:

- establishing integrated, system-wide monitoring and reporting that incorporate survivor insights.
- commissioning an independent review of the impact of the changes – to be completed by October 2027.

The Commission is required to report on one Budget 2025 Major Spending Decision.

Major spending decision: Building a diverse, capable and safe care workforce

Budget 2025 allocated \$71.5 million over four years to support a more diverse, capable and safe care workforce. The funding supports care agencies to strengthen workforce capability, improve vetting and safety-checking, and improve how abuse and neglect are identified and responded to in care settings.

What was allocated in Budget 2025

2025/26	2026/27	2027/28	2028/29 & Outyears
\$7.0M	\$21.5M	\$21.5M	\$21.5M

The \$71.5 million was split between:

- a tagged contingency of \$70.88 million in Vote Public Service from 2025/26 onwards to support care agencies to deliver this work. Although the funding is held in Vote Public Service, it is intended to support care agencies to deliver and implement improvements across the care system.
- \$0.62 million which was allocated in 2025/26 to four care agencies for workforce development activities.

The funding profile reflects the assumptions made at Budget 2025. Actual spending will depend on future ministerial decisions and the timing of implementation.

Progress as at 30 June 2026

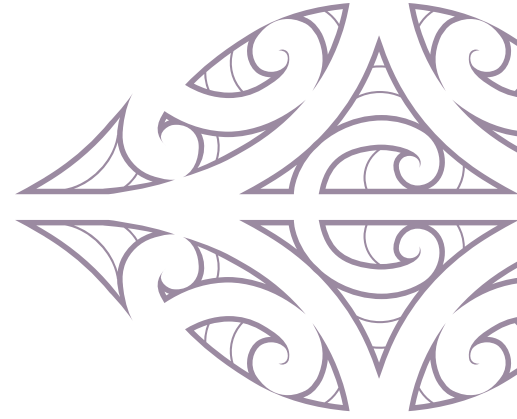
Ministers have approved the first tranche of workforce capability initiatives and are considering further investments to strengthen safety and care across the system. Funding has been drawn down for initial activities, including implementation of actions arising from the Dame Karen Poutasi review response (\$7.854 million), and developing a workforce capability framework and delivering targeted safeguarding training (\$16.760 million).

The programme is transitioning from design to implementation. Care agencies are progressing delivery planning and laying the foundations for longer-term improvements to workforce capability, safety-checking, and responses to abuse and neglect across care settings.

Care agencies have also continued policy and design work to strengthen vetting, screening, safety-checking, information sharing, oversight, consistency, accountability, and reporting and responses to abuse and neglect. This work is intended to provide greater assurance that staff and volunteers working with children, young people and vulnerable adults are suitable for care roles.

More detailed reporting is available in the Corporate Documents section of the Commission's website.

In 2025/26, the Commission received \$7.5 million to support the establishment of the Ministry for Cities, Environment, Regions and Transport. The Ministry was established as part of the Government's Public Service transformation agenda to improve coordination across housing, transport, environmental and local government functions, reduce fragmentation, and support more integrated advice and delivery.



Assessment of operations

Te aromatawai i ngā mahi

This section summarises key work delivered over the past financial year.

System design

In late 2025, the Commissioner released the '*State of the Public Service Report Te Tahu Tuatini*'. The report framed the Commission's work for the year, recognising the Public Service's strengths in integrity, political neutrality and stability, while setting a clear direction for a more unified, responsive, efficient and service-focused system. It highlighted the opportunity to deliver better, more cost-effective public services by organising around users, reducing fragmentation and duplication, improving coordination, and making stronger use of digital and data. The report noted the steps the Commission is taking to:

- Reduce fragmentation by organising around the needs of citizens and businesses
- Create a unified 'digital front door' to many public services
- Centralise digital investment and procurement for efficiency and reuse
- Embrace technology, including better use of AI.

The report directly informed the Commission's 2025/26 work programme. Its focus on people's needs, less duplication, better coordination and stronger value for money is reflected in the Public Service Act amendments, the transformation framework agreed by Cabinet, stronger performance settings, and more active use of workforce and leadership levers. Digital delivery is central to this shift, within a broader programme of system reform.

By April 2026 this work led to Cabinet agreement on a framework for transforming the Public Service. Key directions in this framework are:

- A streamlined operating model: reducing the number of separate agencies and clustering others to reduce fragmentation, improve citizen access and experience, increase efficiency and speed up innovation. The establishment of the Ministry for Cities, Environment, Regions and Transport shows this approach beginning to gain traction.
- Digitisation of services, supported by stronger mandates, more disciplined investment and better coordination around citizen needs, so technology supports simpler access, better reuse and more consistent service delivery across agencies.
- Talent development through the establishment of a Public Service Academy to ensure the system upskills and reskills its people to meet the needs of the wider transformation process.
- Promotion of an efficient and productive Public Service by capping and reducing the FTE size of the Public Service.

Together, these steps show the report moving from diagnosis to early transformation. The Commission's role is to turn the system narrative into practical changes that make services simpler to access, easier for agencies to deliver, and more accountable for results.

Data

Good data is essential to a well-performing Public Service. The Commission collects, analyses and publishes system and agency data to support decisions, lift performance, strengthen transparency and inform public debate.

In 2025/26, we continued to improve the quality, accessibility and use of core public datasets, including Workforce Data, Public Service Census | Te Taunaki, Kiwis Count, OIA statistics, and machinery of government information. Together, this information provides an evidence base for workforce planning, performance improvement, transparency and public accountability.

Workforce data helps agencies and Ministers understand workforce trends, manage fiscal and capability pressures, and make informed choices about workforce efficiency, vacancy management, contractors and consultants, employment relations, leadership capability and diversity.

Contractor and consultant information is reported as part of system workforce data. In 2025/26, the Commission continued quarterly reporting on Public Service workforce size and year-to-date contractor and consultant expenditure, giving Ministers, agencies and the public a clearer view of temporary and specialist capability across departments and departmental agencies. This information monitors whether the Government's expectations on contractor and consultant operating expenditure have been met.

Public Service Census | Te Taunaki continued to support improvement across the Public Service. Findings from the 2025 Census informed agency actions and contributed to the Commission's work on Performance Improvement Reviews, the refreshed Code of Conduct for the Public Sector, and merit-based appointments.

The Commission continues to publish data, research and statistical releases through its website, data.govt.nz and regular publication cycles, helping agencies, researchers, media and the public understand Public Service performance, workforce and integrity.

Looking ahead, we will continue to strengthen the quality, timeliness and use of data so it better supports system performance, workforce planning, integrity, trust, service experience and digital delivery.

System leadership

Strong leadership is critical to the performance, integrity and long-term capability of the Public Service. The Commission supports this through chief executive appointments, performance expectations, leadership development, talent management and stewardship of the chief executive workforce.

During the year, the Commission exercised its statutory function in chief executive appointment and reappointment processes, helping ensure agencies had leaders with the skills and experience to deliver Government priorities and meet future challenges. We also worked with chief executives to set performance expectations and support strong accountability and delivery.

The Commission continued to strengthen system leadership development and talent management by growing system-wide talent initiatives, improving succession planning, and identifying and developing current and future Public Service leaders to build a strong and diverse pipeline.

The Commission also supported complex agency challenges, including integrity-related matters and organisational turnaround where agencies faced significant performance or operational pressures. These interventions helped maintain trust, strengthen capability and improve outcomes for New Zealanders.

The Commission also implemented Public Service Act 2020 amendments affecting chief executive appointment and employment settings, ensuring appointment, performance, accountability and employment arrangements remained fit for purpose and aligned with the Government's objectives for a high-performing Public Service.

Together, this work supports the leadership capability, talent pipelines, statutory framework and governance arrangements needed for a high-performing and resilient system.

Workforce and employment relations

The Commission continued to support a capable, high-performing and future-ready Public Service workforce.

The Commission strengthened central coordination of collective bargaining for the teachers, principals, and a number of health sector agreements.

For the first time since 1997, the Commissioner directly negotiated the collective employment agreements for primary and secondary school teachers and principals. This reflects how important this sector is to the Government's priorities, how bargaining across the public sector is connected, and the impact these negotiations have on overall workforce costs.

The Commission supported bargaining where workforce expectations were high and fiscal constraints were clear, and helped Public Service agencies settle collective agreements within government expectations and personnel cost parameters.

The Mobility Hub's refreshed operating model strengthened its role as a system mechanism for workforce mobilisation. It supported surge capacity for the National Fuel Response and the North Island severe weather event.

This year, the Commission established the Executive Talent Cohort and Public Service Talent Board, delivered the inaugural Executive Leader Development programme, progressed work on diversity and merit-based recruitment, and developed the leadership capability framework.

Talent management resources are now being cascaded beyond executive level into agencies. The refreshed Workforce Diversity Strategy and merit-based recruitment employment decisions were also released. Together, these support agencies to attract, recruit, develop and retain talent, while making fair and transparent employment decisions. Central support for employee-led networks remained important to workplace engagement, with events attracting more than 20,000 public servants.

Leadership development remained a priority. In 2025/26, 278 leaders participated in 16 programmes delivered by the Leadership Development Centre, a branded business unit of the Commission. Member agencies began a further 13 programmes using Leadership Development Centre resources, supporting a cost-effective system approach and consistent leadership development.

Capability building continued through new resources on the Public Service Core Learning Hub. The online induction was updated to reflect Public Service Act changes and is now available on the learning hub and hosted on 37 agencies' own learning management systems, showing increasing use of common system-designed learning rather than agency-specific duplication.

There are now 128 learning resources on the learning hub, including new resources to support Te Puni Kōkiri's Te Tautuhi ō Rongo, procurement capability and integrity essentials.

Together, our online learning hub resources received over 75,000 individual views.

Building capability for safe AI implementation was a focus, including senior leader conversations and delivery of the Artificial Intelligence pilot programme. With the programme complete, the online resources used in it will shortly be available as self-paced learning for all public servants.

A draft Workforce Strategy was developed. It will support agencies to make strategic choices towards a more agile, capable and delivery-focused Public Service, particularly in a dispersed operating model.

Culture

Culture is where integrity expectations become everyday practice. In 2025/26, the Commission focused on helping agencies translate standards into leadership practice, learning, speaking-up systems, conflict management and reporting.

The new *Code of Conduct for the Public Sector*, issued in February 2026, was central to this work. It reset minimum standards across 124 public sector organisations, incorporated the Public Service Act principles and values in a practical format, and responded to 2025 Public Service Census | Te Taunaki insights on merit-based appointments, respectful behaviour and integrity culture.

Implementation was supported by required baseline integrity learning, further learning on values and principles, political neutrality, conflicts of interest, fraud and corruption, and practical guidance for agencies. The Integrity Champions network of Tier 2 leaders from 64 public sector agencies continued to support rollout and share best practice.

We also strengthened speaking-up and complaints practice through refreshed Speaking Up model standards, complaints guidance, 'Your Complaint, Your Rights' material, and chief executive and senior leader masterclasses. Refreshed Conflicts of interest standards were supported by templates, scenarios and resources to help public servants identify, disclose and manage conflicts.

In an election year, refreshed General Election Guidance, training, advice and peer review helped agencies maintain political neutrality and manage heightened integrity expectations.

Culture is also shaped by transparency and accountability when issues arise. During the year, the Commission provided integrity advice, undertook investigations, and prepared agencies for new Public Service Act notification and reporting requirements for integrity and conduct investigations, with reporting to begin in 2027.

Together, this work supports a culture where expectations are clear, leaders set the tone, concerns can be raised safely, and integrity risks are managed before they affect trust and confidence.

Plain language

Under the Plain Language Act 2022, Public Service agencies and Crown agents must report annually to the Commissioner on their compliance with the Act. In 2026, the Commission collected compliance information through a survey. Responding agencies showed continued support for using plain language, and the results indicate that plain language practices are well established across much of the Public Service.

Most agencies have established editing or review processes for public-facing information, and nearly all have integrated plain language considerations into those processes. Agencies commonly support staff through intranet guidance, style guides, training workshops, online learning and access to communications specialists. Very few agencies reported receiving public feedback about their plain language responsibilities. Those that did highlighted the importance of clear, accessible content and user testing.

The Plain Language Act Repeal Bill would remove the administrative requirements and compliance-based costs associated with the Plain Language Act 2022. The policy intent is to allow agencies to continue producing clear, accessible communications in ways that suit their circumstances, without a statutory reporting framework. The Bill has completed its First Reading and Select Committee stage and is awaiting its Second Reading in the House.

Clear and accessible public information is another practical way agencies support trust and accountability.

Digital government

Digital government is part of the Commission's wider system leadership role. The focus is on helping agencies use technology, data and common capabilities to make services easier to access, reduce duplication and improve delivery for New Zealanders.

This includes setting direction and standards for digital modernisation, supporting investment and procurement decisions, managing common ICT capabilities and services, and building digital capability across the Public Service.

Outcome: New Zealand is a well-functioning democracy across central and local government

Work to modernise government digital services is transitioning from the Roadmap to the Target State

The second version of the Service Modernisation Roadmap was published in November 2025, following approval from the Digital Executive Board. It progressed key customer-facing services and technical foundations, strengthened alignment of digital investment, and delivered value across agency boundaries.

Flagship initiatives included the Govt.nz app, its issuance platform for digital credentials, secure notifications and messaging, and the Public Service Artificial Intelligence Work Programme to 2027. In December 2025, Cabinet endorsed an initial Digital Government Target State, which now provides the next phase of direction for digital service modernisation and replaces the Roadmap as the main organising framework.

Outcome: People can easily access the services and information they need

The Govt.nz app makes it easier to connect with government services securely and conveniently.

Launched in December 2025, the Govt.nz app gives New Zealanders access to trusted government information and services in one place. It includes a digital wallet that enables people to store and present identity credentials, such as licences and qualifications, issued by government or the private sector.

More than 35,000 New Zealanders downloaded the app in its first four months. Progressing the app required system-wide coordination across policy, technology, and service design, supported by investment in shared digital infrastructure that helps agencies work together more effectively.

We took an iterative approach, launching a minimum viable platform built on clear architectural principles: credential-based, API-enabled, and privacy first.

Legislation has been modernised to support a secure digital identity system.

Through effective interagency collaboration, we supported legislative amendments that create a clear pathway for adopting digital identity services accredited under the Digital Identity Services Trust Framework. The new AML/CFT Identity Verification Code of Practice 2026 gives banks and other regulated entities a practical and trusted route to accept accredited digital credentials, simplifying compliance and improving user experience.

Amendments to the Sale and Supply of Alcohol Regulations also enable digital credentials to be used for age verification and other regulated age-restricted settings. We continue to work with agencies to support the issuing of digital credentials and coordinate the credential pipeline.

Aligning policy development and legislative change across agencies was challenging, but the legislative framework now provides a strong foundation for timely implementation.

Crown Response Office

The Crown Response Office continued to coordinate the Government's response to the Royal Commission of Inquiry into Abuse in Care and report on progress across the response. This is a significant, complex and cross-government programme of work involving multiple agencies.

Further information on progress in responding to the Royal Commission's recommendations is provided in the Crown Response Office Annual Report 2025/26, appended to this report (pages 136-180).

Public Service Fale

The Public Service Fale continued to support capable, trusted and connected public services across the Pacific.

With direct support from the Fale, the 2025 Pacific Public Service Leaders Fono was hosted in Fiji, bringing together more than 60 delegates from 16 Pacific nations. Leaders shared experiences, strengthened collaboration, and explored how leadership grounded in Pacific values can build stronger public services across the region. The Fono focused on trust, integrity, digital leadership, workforce capability, future-ready talent and mobility.

In late 2025, the business case for Phase II of the Strengthening Pacific Public Services Programme was approved. This extended the programme for a further five years, with a total activity cost of \$13 million and the Commission confirmed as the implementing partner.

The Fale also began implementing a new operating model endorsed by Pacific Public Service Leaders. This includes strengthened governance and new reporting to the Pacific Public Service Leaders' Group.

Performance at a glance 2025/26

The infographic below highlights the Performance Measurement Achievements



Leadership of Public Management System | pg 36



Government Digital Delivery Agency | pg 59



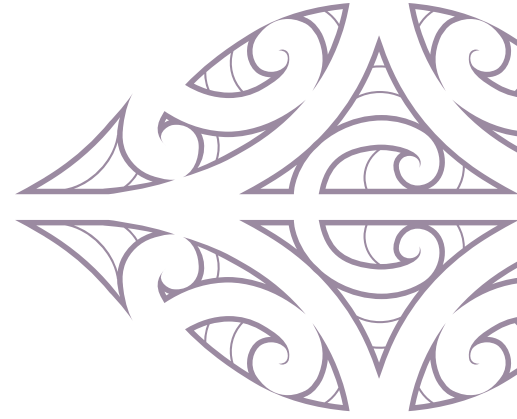
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Year-end reporting on appropriations

Te tuku pūrongo mutunga-tau mō ngā tahua pūtea

This section provides the Commission's end-of-year performance information for appropriations under Vote Public Service, including the service performance information audited by the Auditor-General. It sets out what was achieved with the appropriations administered by the Commission, how performance was assessed, and how this performance information links to our strategic intentions and operating model.

Our role in the Public Service

The Commission is part of the Executive Branch of government. We support current and future governments to deliver their policies, provide high-quality public services, and act in the long-term interests of New Zealand. We also promote active citizenship and support the Public Service to operate within the law.

The Commissioner leads the Public Service and wider public sector to work as one system, focused on delivering better outcomes and services for New Zealanders.

The Commission's purpose is to lead and oversee the Public Service. We support the system to meet its responsibilities, act with a spirit of service, and earn the trust and confidence of the public. We take a stand when needed, support public servants in their roles, and uphold the integrity of the system.

We also uphold the core principles that guide public servants: *political neutrality, free and frank advice, merit-based appointments, open government, and stewardship of the system*. People join the Public Service to make a difference, and we support them to do that.

Statement of Service Performance

This Statement of Service Performance reports the Commission's performance for the year ended 30 June 2026 against the performance measures and standards published in the 2025/26 Estimates and Supplementary Estimates of Appropriations for Vote Public Service. It is prepared for the same reporting entity and reporting period as the financial statements.

The service performance information prepared in accordance with PBE FRS 48 - Service Performance Reporting comprises this Statement of Service Performance section, including the contextual information, appropriation-level performance reporting, performance measures and standards, results, variance explanations, changes to measures and targets, significant judgements, and measurement bases and evaluation methods.

The service performance information in this Statement of Service Performance has been audited by the Auditor-General as required under the Public Finance Act 1989 and the Public Audit Act 2001.

Statement of compliance and basis of reporting

The Commission prepared this Statement of Service Performance to meet the requirements of the Public Finance Act 1989. The financial statements and service performance information have been prepared in accordance with generally accepted accounting practice in New Zealand. The service performance information has been prepared in accordance with PBE FRS 48 and against the performance expectations set out in the 2025/26 Estimates and Supplementary Estimates of Appropriations for Vote Public Service.

The service performance information is reported for the same reporting period as the financial statements: the year ended 30 June 2026.

This section also reflects the Treasury's Annual Reporting guidance for departments and the requirements of PBE FRS 48. It is intended to provide users with sufficient contextual information, performance measures and descriptions, comparative information, variance explanations, significant judgements, and measurement information to understand the Commission's service performance for the year ended 30 June 2026.

How appropriations support our strategic intentions

Our performance framework, 'The Public Service We Are Building Together - Tā Tātou Ratonga Tūmatanui' - see page 13, shows how our work, through appropriations and activities, contributes to the outcomes we seek for New Zealanders.

Our strategic outcomes are:

- better outcomes and improved public services for New Zealanders
- maintaining and enhancing public trust in the Public Service.

We deliver these outcomes through our operating model, which reflects the core areas of our work as the lead agency for the public management system:

- System design – strengthening institutions, policy settings, and tools to improve how government works
- System leadership – aligning agencies around shared priorities and long-term goals
- Workforce and employment relations – building a modern, inclusive, and capable Public Service workforce

- Culture, integrity and conduct – embedding Public Service values, Treaty of Waitangi | Te Tiriti o Waitangi obligations, and a strong spirit of service.

Together, these elements guide how we lead the system. Our work across all four areas helps lay the foundations for better outcomes and services and supports the trust New Zealanders place in public services.

Continuous improvement of our performance measures

The Commission continues to improve the quality, relevance, and transparency of its performance information. Each year, we review our measures to ensure they remain meaningful, aligned to our outputs, appropriate for public accountability reporting, and consistent over time where this supports useful comparison. Where measures or targets change, we explain the nature of the change and its effect on current-year or comparative reporting.

Our performance framework is informed by principles used by The Audit Office of the Auditor-General. We assess each measure against five criteria: relevance, reliability, understandability, comparability, and importance. This supports clear reporting to Parliament and the public.

To support consistency and accuracy, we maintain a data dictionary for each measure. These documents explain the data source, calculation method, reporting period, evidence requirements, responsible business owner, assumptions, exclusions, limitations, and any factors affecting comparability. The data dictionaries support consistent measurement, internal controls and external assurance. The relevant measurement bases and evaluation methods are disclosed alongside each measure in this Statement of Service Performance.

The Executive Leadership Team receives quarterly reports on performance against our Estimates measures. This provides oversight and supports accountability.

Significant judgements

In preparing this Statement of Service Performance, the Commission applied judgement in selecting, measuring, aggregating, and presenting service performance information. These judgements were guided by the Commission's statutory role, strategic intentions, appropriations, published performance expectations, internal performance framework, and the need to provide meaningful information to Parliament and the public.

The selection of measures reflects what the Commission is accountable for, the activities funded through Vote Public Service, and the areas where performance information is most useful for assessing progress. Judgement was also applied in deciding how measures are grouped by appropriation, how results are presented alongside financial information, and when narrative explanation is needed to support users' understanding of performance.

Where measures changed during the year, judgement was applied to determine whether the changes improved relevance, reliability, understandability, comparability, or importance. Changes were considered through the Commission's planning and review processes, with proposed changes reviewed by Deputy Chief Executives, approved by the Public Service Commissioner, and confirmed through the Estimates process.

A significant judgement was applied to the performance measure relating to annual public sector savings from agencies consuming All-of-Government portfolio products and services. The measure was included as part of the Commission's 2025/26 performance framework following the transfer of Government Chief Digital Officer functions from the Department of Internal Affairs to the Commission on 1 April 2026. However, no numerical result has been reported because the Commission was unable to obtain sufficient confidence that the inherited methodology, assumptions, source data, counterfactual prices, and supporting evidence would produce a reliable and auditable estimate of the savings achieved. This judgement reflects the reliability of the measurement basis and supporting evidence, rather than an assessment that the underlying All-of-Government arrangements did not provide benefits. The Commission is reviewing the methodology and future treatment of this measure for 2026/27 reporting.

Measurement bases and evaluation methods

Measurement bases and evaluation methods are made available to users through the measure descriptions, measurement approaches, supporting commentary and disclosure notes presented in this Statement of Service Performance.

These disclosures explain, where relevant, the data source, calculation or evaluation method, reporting period, assumptions, exclusions, limitations and factors affecting comparability. The Commission also maintains an internal data dictionary for each measure to support consistent measurement, internal controls and external assurance.

Financial information is presented alongside the relevant appropriation-level performance information to show the resources applied to delivering the outputs reported in this Statement. The appropriation expense information is drawn from Vote Public Service appropriation reporting and is intended to be read with the financial statements and notes in this Annual Report. Where total expenses reported in the Statement of Service Performance are clearly the same as the related expenses in the financial statements, no separate reconciliation is presented. Where a difference exists, or where additional explanation is needed, the difference is explained through the relevant appropriation commentary or financial statement note.

Where prior-year results are not presented or are not directly comparable, the relevant measure explains why. This includes where measures are new, where responsibility for a measure transferred to the Commission during the year, or where the measure wording, scope, timing, or methodology changed in a way that affects comparability.

Changes to measures and targets

The following section identifies material changes to the Commission's performance measures and targets, explains why the changes were made, and describes their effect on current-year or comparative reporting.

As part of our annual planning and Budget cycle, we review our performance measures and targets. This includes responding to audit and review recommendations from the previous year, ensuring the scope of performance information reflects the level of funding, and aligning measures with the intended outcomes of each appropriation.

These steps help keep our performance framework aligned with our strategic intentions and support the expectations of PBE FRS 48, particularly the appropriateness, consistency, and completeness of performance information.

Changes to our measures for 2025/26

Leadership of the Public Management System

During 2025/26, we introduced one new measure and updated the wording of two existing measures under the Leadership of the Public Management System appropriation.

A new measure was introduced for annual performance reviews of Public Service chief executives. This measure reports whether annual performance reviews are completed against the performance expectations set for the review period. It aligns with the Public Service Commissioner's statutory role in reviewing the performance of Public Service chief executives and can be reliably reported for 2025/26.

We also updated the wording of the Leadership in Practice | Te Pūtanga measure to more accurately reflect participants' views on whether the programme contributed to their effectiveness as leaders.

The Heads of Human Resources channel measure was also updated to clarify its scope and improve the reliability of future results. Feedback indicated that some respondents had interpreted the previous survey question as measuring engagement with the Commission more broadly, rather than engagement through the Head of Human Resources Head of Profession and supporting channels.

Government Digital Delivery Agency

From 1 April 2026, the Government Chief Digital Officer functions transferred from Vote Internal Affairs to Vote Public Service. A new departmental output expense appropriation, Government Digital Delivery Agency, was established to lead digital transformation across the public sector and deliver and regulate digital services for New Zealanders.

Four performance measures transferred to the Commission and were introduced under this appropriation in 2025/26:

- digital accessibility score of public-facing government digital web services is improved
- percentage of published New Zealand Gazette notices that are accurate
- annual public sector savings due to agencies consuming All-of-Government portfolio products and services
- people using government services who were satisfied or very satisfied with their most recent digital service experience.

These measures reflect the transfer of digital delivery and stewardship responsibilities to the Commission, including responsibility for accessible public-facing government digital services, the New Zealand Gazette, All-of-Government digital products and services, and user experience outcomes for government digital services.

Public Service Fale

The Public Service Fale performance measures were updated in 2025/26 to align with the new funding agreement with the Ministry of Foreign Affairs and Trade. The new agreement supports the Fale's ongoing work to strengthen public services in Pacific Island countries and territories.

The updated measures focus on whether Pacific Public Service commissioners agree that the Fale supports their goals, the delivery of the annual Pacific Public Service Commissioners Conference, and whether Pacific public servants participating in Fale activities consider those activities relevant to their context and helpful in improving their knowledge and skills.

These changes support clearer reporting on the Fale's contribution to trusted, transparent, capable, adaptable, accountable and outcomes-focused Pacific public services.

Changes to our measures for 2026/27

Leadership of the Public Management System

For 2026/27, we made targeted updates to the Leadership of the Public Management System measures to improve clarity, reliability and relevance.

We retained a more flexible target for Performance Improvement Reviews. The number of reviews to be completed each year will be agreed with the Minister, reflecting agency readiness and system priorities while maintaining transparency through publication of completed reviews.

We also updated the follow-up engagement measure for Performance Improvement Reviews. The measure now focuses on engagement with chief executives on progress against the findings and recommendations of the review within six months of publication. This better reflects the purpose and scope of post-review engagement.

The wording of the Leadership in Practice | Te Pūtanga measure and the Heads of Human Resources channel measure were retained in their updated form for 2026/27, supporting clearer and more reliable reporting.

These updates help keep our performance information relevant and focused, and support transparency and accountability in line with PBE FRS 48.

Government Digital Delivery Agency

The Government Digital Delivery Agency measures introduced in 2025/26 continue in 2026/27 for the full financial year. These measures support reporting on digital accessibility, Gazette notice accuracy, All-of-Government digital savings, and people's satisfaction with their most recent digital service experience.

Following the measurement limitations identified in 2025/26, the Commission is reviewing the methodology and future treatment of the annual Public Sector savings measure. The review will consider whether a reliable, repeatable and auditable estimate can be produced, and whether the measure continues to provide useful information for accountability reporting.

Public Service Fale

The Public Service Fale measures updated in 2025/26 continue in 2026/27. These measures support reporting on the Fale's contribution to Pacific Public Service leadership, knowledge exchange, relationship building, and capability development.

Performance at a glance 2025/26

Leadership of the Public Management System Performance measurement achievement



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Celebrating public service
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Leadership strategy
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Public Service Commission's Statement of Service Performance (for the year ended 30 June 2026)

Leadership of the Public Management System

This appropriation supports the design, capability, and performance of the public management system to deliver public services. It also provides advice and services that help Ministers carry out their portfolio responsibilities related to the system.

2025 Actual		2026 Actual	2026 Unaudited Budget	2026 Unaudited Supps	2027 Unaudited Forecast
\$000		\$000	\$000	\$000	\$000
34,116	Expenses	34,461	32,269	41,883	32,140
27,282	Revenue Crown	35,126	27,586	35,126	27,980
6,278	Revenue Department	6,340	3,833	6,167	3,335
1,319	Revenue Other	572	850	590	825
34,879	Total Revenue	42,038	32,269	41,883	32,140

The increase of \$9.614 million between the 2026 Budget and the 2026 Supplementary Estimates is mainly due to:

- \$7.500 million to provide for the establishment for the Ministry for Cities, Environment, Regions and Transport
- \$2.074 million in revenue adjustments from other departments and third parties. The most significant of these adjustments include:
 - \$773,000 for the Leadership Development Centre to align our appropriation with the expected level of revenue from levies, course fees, and user pays services
 - \$731,000 for the external secondments from the Commission to other agencies and the contribution of secondments from other agencies to the Commission
 - \$280,000 to fund the Performance Improvement Review Programme which is cost recovered from agencies.
- \$1.154 million reflecting a capital to operating 'swap' from equity stemming from the increase in net assets when the Leadership Development Centre Trust merged with the Public Service Commission in 2018. This funding now resides in the Leadership Development Centre memorandum account.

This was offset by a \$1.114 million transfer from 2025/26 into outyears to help the Commission manage surge expenditure, cost pressures, and to correctly phase asset depreciation.

Actual expenditure for the year was higher than originally budgeted, due to the inclusion of the items above in the 2026 Supplementary Estimates. However, it was \$7.422 million less than the 2026 Supplementary Estimates, with the majority of the underspend coming from an approximately \$5.5 million underspend against the \$7.5 million received for establishing Ministry for Cities, Environment, Regions, and Transport (which was received late in the financial year). Personnel underspends also contributed to the underspend, resulting from vacancy lag and the Commission's deliberate and controlled approach to new recruitment.

The infographic below highlights the key functions within the Leadership of the Public Management System appropriation and provides a snapshot of the outcomes and achievements delivered during 2025/26.



Leadership of the Public Management System

What we achieved

Review of the design and operation of the system of government agencies

Performance Improvement Reviews provide independent assessments of the performance, capability, and future readiness of Public Service agencies and systems. They identify opportunities for improvement and support agencies to deliver better outcomes for New Zealanders.

The Commission also monitors progress following the completion of reviews. Ongoing engagement with chief executives helps ensure review findings and recommendations are considered, implemented, and translated into tangible improvements.

These measures assess the Commission’s effectiveness in using Performance Improvement Reviews to strengthen agency performance and support continuous improvement across the Public Service. They measure both the delivery of agreed reviews and the Commission’s follow-up engagement with agencies on implementing review findings and recommendations.

Performance measure and target

The Commission completes an agreed number of agency Performance Improvement Reviews for the financial year and the reviews are published online.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
2 reviews completed and published	N/A	N/A	N/A	1	2	



Commentary

The Commission completed and published the two agency Performance Improvement Reviews that had been agreed with the Minister for the Public Service and Digitising Government for the 2025/26 financial year, with the review of the New Zealand Police completed and published in April 2026 and the review of the Treasury completed and published in June 2026.



Measurement approach

- Count the number of final Performance Improvement Reviews published on the Commission’s website between 1 July and 30 June. Confirm the publication date using the date shown on the cover page of each report. Compare this to the number of Performance Improvement Reviews agreed by the Minister for the Public Service and Digitising Government for the financial year.
- This measure confirms whether the Commission met its target of completing and publishing the number of reviews agreed with the Minister for the Public Service and Digitising Government.



Relevance

- Performance Improvement Reviews support a culture of continuous improvement across the Public Service. They help ensure that agencies and systems are well positioned to deliver on Government priorities and achieve better outcomes for New Zealanders.
- Performance Improvement Reviews also provide valuable insights that inform broader changes across the Public Service, helping to strengthen performance at both the agency and system level.

Performance measure and target

Follow-up engagement with chief executives are held on progress an agency has made against the findings and recommendations of the review, within six months of Performance Improvement Review publication.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	N/A	N/A	N/A	100%	Not applicable	



Commentary

No Performance Improvement Reviews published in 2025/26 had reached the six-month follow-up point by 30 June 2026. The reviews of New Zealand Police and the Treasury, published in April and June 2026 respectively, will reach the six-month follow-up point during 2026/27 and will be reported on in that year.



Measurement approach

- This measure ensures that timely follow-up engagement takes place after each Performance Improvement Review is published.
- To assess this, we:
 - » Identify and count the published Performance Improvement Reviews that meet the defined scope based on the publication date.
 - » Review the implementation engagement log, which is maintained in a spreadsheet, to confirm whether engagement meetings were held for these reviews.
 - » Verify that for each published review in scope of this measure, an engagement meeting focused on the progress made on the review findings and recommendations occurred within six months of the review's publication date.
- This process helps ensure that progress following each review is actively discussed and progressed in a timely manner.



Relevance

- This measure focuses on the follow-up process after each Performance Improvement Review. It aims to support chief executives in progressing the actions needed to address the findings and areas for improvement identified in the reviews. By doing so, it helps ensure that recommendations lead to meaningful and timely changes within agencies.
- Performance Improvement Reviews play a key role in promoting a culture of continuous improvement across the Public Service. They help ensure that agencies and systems are well equipped to deliver on Government priorities and achieve positive outcomes for New Zealanders. Additionally, these reviews provide valuable insights that support broader efforts to enhance performance across the entire Public Service.

Oversight of performance and integrity of the system

Our performance framework focuses on what matters most to New Zealanders: better services, better outcomes, and trust in the Public Service. The Commission's Annual Report includes examples of how the Public Service has delivered on these goals.

We track progress by measuring public trust in the Public Service. Research shows that trust is shaped by people's personal experiences—how reliable and responsive services are—and by their perceptions of agency behaviour and integrity.

These measures provide insight into public sentiment and the Commission's ongoing work to monitor and strengthen trust. Quarterly reporting supports a proactive approach to understanding public expectations and experiences.

These measures assess the level of public trust and confidence in the Public Service, and the Commission's effectiveness in monitoring and reporting on these outcomes. They provide insight into New Zealanders' experiences of public services and support transparency, accountability, and continuous improvement across the Public Service.

Performance measure and target

Respondents in the Kiwis Count trust and confidence survey agree, or strongly agree that, based on their last service experience, they could trust public servants to do what is right (note 1).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	81%	82%	80%	80%	82%	



Commentary

The 2025/26 result was 82%, exceeding the 80% performance standard and remaining broadly consistent with results from recent years.



Measurement approach

- Approximately 2,000 people participate in the national Kiwis Count survey each quarter, resulting in around 8,000 responses annually.
- Kiwis Count samples, sourced through Dynata and its panel partners, use demographic quotas to ensure the survey is nationally representative by age, gender, ethnicity and broad geographical region. People first answer demographic questions and exit if their group's quota is already full. As a result, a response rate cannot be calculated.
- All respondents who confirm they have used or had contact with a Public Service organisation within the past 12 months are asked their level of agreement or disagreement with the statement: "Overall, you can trust them to do what is right."
- Respondents answer using a numeric scale from 1 to 5, where 1 means "strongly disagree" and 5 means "strongly agree." There is also an option to select "Not Applicable" (N/A).
- For reporting purposes, responses with a rating of 4 or 5 are considered as agreement that Public Service organisations can be trusted to do what is right.
- The Commission collates responses from the entire financial year and reports the proportion of respondents who selected 4 or 5 as a percentage. This percentage reflects the overall level of public trust in the Public Service.



Relevance

- The Commission's system leadership contributes to building and maintaining public trust in the Public Service.
- The Kiwis Count survey provides reliable data on New Zealanders' trust and confidence in the Public Service. This measure assesses how well the Public Service is promoting trust by acting in a constitutional and ethical manner, delivering better outcomes, and improving the quality of services.
- By linking trust levels to people's recent service experiences, this measure provides valuable insight into the factors that influence public trust and confidence. These insights help agencies improve service design, delivery, and responsiveness to the needs of New Zealanders.



Disclosure note 1

- Kiwis Count samples, sourced through Dynata and its panel partners, use demographic quotas to ensure the survey is nationally representative by age, gender, ethnicity and broad geographical region. People first answer demographic questions and exit if their group's quota is already full. As a result, a response rate cannot be calculated.

Performance measure and target

The Kiwis Count trust and confidence survey is run by the Commission with reporting provided quarterly to identify the public's perceptions and experiences of trust and confidence in public services.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
Released within 8 weeks of receipt of the data	Achieved	Achieved	Achieved	Achieved	Achieved	



Commentary

The Commission achieved this measure in 2025/26, with quarterly Kiwis Count results released within eight weeks of receiving notification that the data was available. Timely publication supports transparency and provides agencies with current insights into public trust and confidence in public services.



Measurement approach

- The research provider notifies the Commission when the quarterly data is ready for receipt. The date of this notification marks the beginning of an eight-week period for processing and reporting.
- To meet the performance expectation, the publication date for the quarterly results must fall within eight weeks of the Commission receiving the data availability notification. This confirms that the result was delivered within the required timeframe.



Relevance

- The Kiwis Count survey is the Commission's primary measure of public trust and confidence in the Public Service. It provides independent information on New Zealanders' experiences of public services and perceptions of how Public Service organisations perform.
- This measure helps assess the Public Service's effectiveness in building trust by linking New Zealanders' confidence to the actual service experiences they report. It also offers insights into what drives public trust, helping agencies adapt and improve how services are delivered.
- Kiwis Count trust and confidence results are collected and reported on a quarterly basis. These results are published on the Commission's website and are publicly accessible.
- Timely publication of Kiwis Count results supports transparency, accountability, and evidence-based decision-making across the Public Service.

Celebrating Public Service values and integrity

As part of our leadership role in promoting good Official Information Act practices, the Commission supports agency capability through the Official Information Forum—a community of practice for Official Information Act practitioners. Over the past year, the Commission has held seven Forum events. Three, co-hosted with the Office of the Ombudsman, focused on practical tools and resources for new Official Information Act practitioners. Four general Forum events held covered topics from Artificial Intelligence to political neutrality and Public Records Act obligations. New Practitioner Forums each attracted between 70 and 95 participants. The general Forums each attracted between 100 and 150 participants. In total, approximately 921 public servants from departments and statutory Crown entities attended.

At the heart of the Public Service is a shared commitment to serving communities and upholding the integrity of government. The Spirit of Service Awards, Public Service Medals, and Public Service Commissioner Commendations celebrate and reinforce this commitment by recognising the dedication, professionalism, and service of public servants.

These activities reflect the Commission's role in fostering a positive, values-led, and high-performing Public Service culture. Through recognition and capability-building initiatives, we help strengthen integrity, reinforce the spirit of service, and support behaviours that build and maintain public trust.

These measures assess the Commission's contribution to fostering a values-led, ethical, and high-performing Public Service culture. They measure how the Commission recognises outstanding Public Service, promotes the spirit of service, and supports capability and integrity across the Public Service.

Performance measure and target

The Commission recognises the contribution of public servants by coordinating annual awards and recognition events and publicising the recipients within one month of the awards.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100% of recipients of Public Service medals are recognised and publicised within one month of the medal's award	100%	100%	100%	100%	100%	



Commentary

The eighth annual awards were held on Wednesday 5 November 2025 at the Banquet Hall, Parliament. The awards are held each year on or around Public Service Day which marks the day New Zealand's first Public Service Act became law on 7 November 1912. Ten public servants were awarded New Zealand Public Service Medal | Te Tohu Ratonga Tūmatanui o Aotearoa and 8 received Public Service Commissioner's Commendation for Excellence | Te Tohu Amorangi a Te Kawa Mataaho. The 18 recipients span 12 agencies and 7 regions from Northland to Southland.



Measurement approach

- The result is based on the Commission's register of New Zealand Public Service Medal recipients and the date each medal was presented.
- The measure reports whether recipients were publicly acknowledged within one month of the medal being presented, where public acknowledgement was appropriate.



Relevance

- This measure supports the development of a strong and unified Public Service culture. It aligns with Part 1 of the Public Service Act 2020, which outlines the purpose, principles, values, and spirit of service that guide the Public Service.
- By recognising recipients of the New Zealand Public Service Medal, the Commission honours individuals who exemplify the spirit of service. Celebrating their contributions reinforces the vision of a Public Service that is ethical, constitutional, and deeply connected to the communities it serves.

Transparency and access to information

These measures assess the Commission's contribution to openness, transparency, and accountability across the Public Service. They measure the timely publication of Official Information Act performance information, supporting public access to information, oversight of agency performance, and confidence in open government.

To support access to this information, we publish a six-monthly schedule of expected data releases. The latest schedule, covering January to June 2026, is available on the Commission's website.

This measure reflects the Commission's commitment to open government. By making data publicly available, we support accountability, promote good Official Information Act practices across agencies, and help build public trust and confidence in government.

Performance measure and target

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.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	Achieved	Achieved	Achieved	Achieved	Achieved	



Commentary

Six-monthly reporting on OIA request statistics was completed or scheduled within three months of the relevant reporting period:

- Statistics for January to June 2025 were published on 25 September 2025.
- Statistics for July to December 2025 were published on 12 March 2026.
- Statistics for January to June 2026 were published on 10 September 2026.



Measurement approach

- The statistics published by the Commission include the following key elements related to (OIA) performance:
 - » The total number of OIA requests completed by agencies during the six-month reporting period.
 - » The number and proportion of these requests where agencies met the legislative deadlines for responding.
 - » The number of responses that agencies proactively published on their websites to promote transparency.
 - » The number of OIA complaints made to the Ombudsman that were formally notified to the relevant agencies.
 - » The final determinations issued by the Ombudsman where a deficiency was found in how an agency handled an OIA request.
- In 2022, the Commission expanded its reporting to include additional measures such as the use of extensions, transfers, refusals, and the average time taken to respond to requests.
- The Commission publishes the report, along with the data collected from agencies, within three months after the end of each reporting period.
- If extraordinary circumstances prevent the Commission from meeting this deadline, alternative reporting arrangements are agreed upon with the Office of the Ombudsman.



Relevance

- This measure promotes openness, transparency, and accountability across the Public Service.
- Under (OIA), New Zealanders have the right to access information held by public agencies.
- Reporting on the number of OIA requests received, as well as how the agency responds to them, helps demonstrate the Public Service's commitment to openness and accountability.
- This supports the Commission's vision to act constitutionally and ethically, promoting democratic government and encouraging active participation by citizens.

Leadership strategy and capability

These measures assess the Commission’s effectiveness in building leadership capability across the Public Service. They measure the reach of system-wide leadership development programmes and the extent to which participants believe these programmes strengthen their leadership capability and effectiveness.

Performance measure

The Commission strengthens Public Service leadership through all Public Service departments being members of the Leadership Development Centre (LDC).

Performance target

All Public Service departments are members of LDC.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	100%	100%	100%	100%	100%	

 **Commentary**

The 2025/26 result was 100%, with all Public Service departments maintaining membership of the Leadership Development Centre. Full membership supports a system-wide approach to leadership development by ensuring departments have access to shared programmes, services and resources that build leadership capability across the Public Service.

 **Measurement approach**

- All Public Service departments, as defined under the Public Service Act 2020, are members of the Leadership Development Centre.
- As part of this membership, each department pays an annual subscription fee to support the services and programmes offered by the Leadership Development Centre. This subscription enables the Leadership Development Centre to deliver leadership development initiatives that benefit the entire Public Service.

 **Relevance**

- This measure supports the development of strong system leadership across the Public Service. The Leadership Development Centre focuses on building outstanding Public Service leaders who are connected by a shared spirit of service. These leaders are equipped with the skills to collaborate effectively and deliver positive outcomes for New Zealanders.
- This approach contributes to the vision of a Public Service led by highly skilled and capable leaders who are ready to face future challenges. It also fosters a unified leadership culture grounded in a common mission and set of values.

Performance measure

The Commission through the Leadership Development Centre strengthens leadership practices by delivering Leadership in Practice | Te Pūtanga.

Performance target

80% of Participants of Leadership in Practice | Te Pūtanga programme agree or strongly agree it has made them a more effective leader (note 2).

Performance Standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	N/A	96%	96%	93.5%	96.9%	



Commentary

Leadership in Practice | Te Pūtanga is a nine-month leadership development programme for mid-career, high-potential Public Service leaders who are beginning to lead beyond their technical domain. For 2025/26, 96.9% of respondents agreed that the programme had made them a more effective leader. This result is based on evaluation data from three cohorts that completed the programme during the reporting year: Leadership in Practice | Te Pūtanga Cohorts 81–83. A total of 45 evaluation surveys were sent for the most recent iteration of PSC 26J, with 32 responses received for this survey item. This represents an evaluation survey response rate of 71.1%.



Measurement approach

- At the end of each Leadership in Practice | Te Pūtanga cohort, participants complete an evaluation survey and rate whether the programme made them a more effective leader on a five-point scale.
- Responses rated 4 or 5 are counted as agreement. The reported result is the proportion of respondents who selected 4 or 5 across cohorts completed during the reporting year.



Relevance

- This measure supports the Commission's role in developing strong and capable Public Service leadership.
- Leadership in Practice | Te Pūtanga is a flagship Leadership Development Centre programme designed to help experienced leaders broaden their influence, strengthen leadership practice, and lead effectively across organisational boundaries.
- By investing in leadership capability, the Commission helps build a high-performing, connected, and future-focused Public Service.



Disclosure note 2

- The wording of this measure was revised in 2025/26 to better reflect participants' assessment of the programme's impact on their leadership effectiveness. Prior-year results are shown where available, but comparability should be considered in light of the revised wording.

Workforce

These measures assess the Commission’s stewardship of the Public Service workforce. They measure the effectiveness of workforce leadership, the provision of workforce guidance and information, and the extent to which agencies are supported to build a capable, sustainable, and high-performing Public Service workforce.

Performance measure and target

Heads of Human Resources surveyed across the Public Service agree or strongly agree that the Commission’s Head of Human Resources channel (meetings, notes, follow-ups, HR Hub) is useful and relevant for them and their teams (note 3).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
70%	N/A	N/A	N/A	52%	76%	

 **Commentary**

The 2025/26 result was 76%, exceeding the 70% performance standard. All responses were either neutral or positive, with no respondents selecting ‘disagree’ or ‘strongly disagree’. Feedback indicated that Heads of Human Resources value the Commission’s channels as a way to receive system updates and understand its direction. Respondents also identified opportunities to continue strengthening the channels through networking and peer learning opportunities, open discussion, and a continued focus on strategic, system-level workforce issues and HR capability. In early 2026, the Commission established the HR Hub, a SharePoint site for Public Service HR practitioners at all levels, to support knowledge and resource sharing and build HR capability across the system. The survey was sent to 47 Heads of Human Resources, with 25 responses received, representing a response rate of 53%. The result is based on the proportion of respondents who selected ‘agree’ or ‘strongly agree’.

 **Measurement approach**

- Heads of Human Resources from Public Service Leadership Team agencies are surveyed annually. Respondents rate their agreement with the statement about the usefulness and relevance of the Commission’s Head of Human Resources channel, including meetings, notes, follow-ups and the HR Hub.

 **Relevance**

- The Public Service Commission plays a key system leadership role in guiding and strengthening Human Resources (HR) across the Public Service.
- Through the HR Head of Profession model, the Commission works to:
 - » Lift the quality of HR practices across agencies by setting expectations and sharing good practice.
 - » Promote the use of common tools and guidance, helping agencies align their HR approaches and work more effectively together.
 - » Grow and lead communities of practice, bringing HR professionals together to learn, share knowledge, and build capability across the system.
 - » Create strong channels for collaboration, enabling agencies to share information, solve problems collectively, and respond consistently to workforce challenges.
- This leadership helps create a more connected, capable, and consistent HR system that supports the wider goals of the Public Service.



Disclosure note 3

The measure wording was updated in 2025/26 to clarify scope and improve reliability. Feedback indicated the previous survey question was interpreted 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. Prior-year results are therefore not directly comparable with the 2025/26 result.

Performance measure

The Commission collects and publishes Public Service workforce data annually.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
Published no later than 15 December	Achieved	Achieved	Achieved	Achieved	Achieved	



Commentary

The 2025 annual workforce data was published on 9 October 2025.



Measurement approach

- Each year, the Commission collects and reports on workforce information across Public Service departments. This includes data on staff numbers, pay, senior leadership, diversity, and workplace wellbeing.
- Because the report is published annually—no later than 15 December—it reflects information from the previous calendar year. The Commission is assessed based on its actions during the current reporting period, specifically the timely preparation and publication of the report. The measure does not assess the workforce data itself, but rather the Commission’s performance in delivering the report.



Relevance

- This measure relates to the Public Service workforce. Regular reporting of workforce data helps track progress and highlight areas that need more attention.
- It supports the Public Service to identify opportunities for improvement—particularly in diversity and inclusion—so that we continue building a workforce that reflects and connects with the communities we serve.

Performance measure and target

The Commission develops and maintains workforce guidance to support agencies in line with Government expectations in any current or future Government Workforce Policy Statement.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
Achieved	N/A	N/A	Achieved	Achieved	Achieved	



Commentary

During the year, guidance was provided on bargaining in an election year, employer KiwiSaver contributions, and merit-based appointments.



Measurement approach

- The Commission reviews workforce guidance during the year to confirm it remains aligned with the latest Government Workforce Policy Statement or relevant Ministerial expectations.
- The result reflects whether relevant guidance was reviewed, maintained or updated during the reporting period and whether any updates were made available to agencies.



Relevance

- 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.

Chief executive appointments

The Commissioner has statutory responsibility as the employer of Public Service chief executives. This includes appointing chief executives and assessing their performance in leading their agencies and fulfilling their responsibilities under the Public Service Act 2020 and other relevant legislation.

These measures assess the Commission's effectiveness in carrying out its statutory responsibilities for the appointment, reappointment, stewardship, and remuneration transparency of Public Service chief executives. They provide assurance that appointment processes are conducted in accordance with legislative requirements, leadership appointments are made with integrity and merit, and remuneration information is published transparently to support public trust and confidence in the Public Service.

Performance measure

The Commission meets its statutory requirements for appointment, reappointment and transfer of Public Service chief executives.

Performance target

100% of appointment, reappointment and transfer of Public Service chief executives meets statutory requirements.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	100%	100%	100%	100%	100%	



Commentary

The 100% result confirms that all chief executive appointment, reappointment and transfer processes completed during the year were undertaken in accordance with the statutory requirements of the Public Service Act 2020. As the reappointment provisions were removed through the 2026 amendments to the Act, future reporting against this measure will relate only to chief executive appointments and transfers.



Measurement approach

- The Commission retains documentation to demonstrate compliance with all legislative and procedural requirements for chief executive appointments.
- While the individual assessments of candidates and the internal deliberations of selection panels are confidential and not shared, overall compliance is recorded in the Commission's register of chief executive appointments. This register includes a consolidated statement confirming that "the Commission has complied with all requirements" for each appointment.
- Depending on the nature of the appointment, reappointment, or transfer, supporting evidence may include:
 - » Correspondence with Ministers and the Governor-General regarding vacancies.
 - » Recommendations, and final decisions.
 - » Public advertisements of the chief executive role.
 - » Records of selection panel formation, meeting dates, and related documentation.
- To provide assurance over the process, the Commission undertakes an annual review of a sample of chief executive appointments. Evidence from these samples is used to confirm compliance across appointments made during the year.



Relevance

- The Public Service Act 2020 sets out the Commissioner's role in appointing leaders within the Public Service. Specifically, the Commissioner must follow the requirements outlined in Section 44(d) and Schedule 7 of the Act when appointing, reappointing, or transferring chief executives.
- This measure supports the Commission's commitment to trust and legitimacy, as well as its system leadership role.
- Ensuring that the appointment process for chief executives is transparent, fair, and robust is essential to maintaining public trust and confidence in the Public Service.
- A clear and well-governed appointment process aligns with the Commission's vision of a Public Service that acts constitutionally, ethically, and in the best interests of New Zealanders.

Performance measure

The Commission reports the remuneration of Public Service chief executives every financial year.

Performance target

100% of all chief executive remuneration published.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	100%	100%	100%	100%	100%	



Commentary

The Commission published remuneration information for all Public Service chief executives covered by the measure.



Measurement approach

- At Cabinet's request, the Commission publishes twice-yearly reports on the remuneration of senior leaders across the public sector. This includes Public Service chief executives and secretaries; chief executives of departmental agencies; Crown agents and other statutory Crown entities; tertiary education institutions; Offices of Parliament; and non-Public Service departments. These reports are publicly available on the Commission's website.



Relevance

- This measure supports both the principles of trust and legitimacy, as well as the culture of the Public Service.
- By monitoring and proactively publishing chief executive remuneration reports, the Commission promotes transparency and reinforces a culture of openness and accountability across the system.
- This transparency helps build public confidence in the integrity of the Public Service and supports its commitment to acting constitutionally, ethically, and in the best interests of New Zealanders.

Chief executive and agency performance management

These measures assess the Commission's effectiveness in supporting, monitoring, and managing the performance and leadership of Public Service chief executives. They provide assurance that chief executives have clear performance expectations, are subject to regular performance review, and are supported through succession planning to ensure strong and sustainable leadership across the Public Service.

Performance measure

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.

Performance Target

100% of eligible chief executives have a development plan and performance agreement agreed for the relevant performance period (note 4).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	N/A	N/A	N/A	N/A	100%	



Commentary

All applicable chief executives at year-end had an agreed development plan and performance expectations agreement in place covering the 2025/26 period. All performance expectations agreed with Public Service chief executives include specific expectations related to the Government's priorities, targets, and work programmes.



Measurement approach

- The Public Service Commissioner sets clear expectations for chief executives and monitors their progress through a well-established process that tracks delivery against the expectations set.
- The Commission works directly with each chief executive to agree on and finalise their individual development plan and to set and agree performance expectations. This agreement is confirmed either through the chief executive's signature on the document or by other formal means of commitment to its content.
- The Commission maintains a central log to track the status of performance expectations and development plans. This log records when each set of performance expectations and each development plan was established and ensures they are completed and remain current for every applicable Public Service chief executive.
- This development plan process supports accountability for leadership development and ensures there is a consistent and documented approach to chief executive growth and performance across the system.
- The measure applies solely to substantive appointments and excludes acting appointments.



Relevance

- Expectations for Public Service chief executives are designed to lift the overall performance of the public sector by ensuring delivery on Government priorities. These expectations help ensure that chief executives are providing strong leadership within their agencies and are effectively managing core functions.
- Actively developing current chief executives and preparing potential successors helps ensure there is a strong pipeline of capable, high-performing leaders ready to step into senior roles as needed.
- Having a pool of well-prepared leaders enables the effective deployment of talent across agencies, which in turn supports the delivery of better outcomes and higher-quality services for the public. These expectations also form the foundation for how the Public Service Commissioner assesses chief executive performance throughout the year. The goal is to drive improved results across the public sector, with a strong focus on both service delivery and long-term financial sustainability.



Disclosure note 4

- This measure was introduced in 2025/26 and replaces two measures relating to chief executive performance expectations and one measure relating to chief executive development plans. As the previous measures were reported separately, had a different focus, and achieved different results, prior-year results are not directly comparable and have not been restated.

Performance measure and target

Public Service chief executives will have their performance accounted for in assessing eligibility for performance pay.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	N/A	N/A	N/A	Not Achieved	Not Achieved	



Commentary

This measure was not achieved during the reporting year, as the performance-based pay system for Public Service chief executives—intended to link pay to performance—was not implemented.



Measurement approach

- This measure is based on the annual performance assessments of Public Service chief executives, carried out by the Public Service Commissioner. These assessments consider how well each chief executive has met the specific expectations set for them over the year.
- To ensure a well-rounded view, the Commission draws on a wide range of information and evidence, including feedback and insights from Ministers.
- The results of these assessments help determine whether a chief executive qualifies for a performance payment and, if so, to what extent. A formal performance assessment is completed and documented for every chief executive who is eligible for performance pay.



Relevance

- This measure reflects the Government’s policy of linking performance pay to the achievement of results by Public Service chief executives.
- Performance payments are tied to how well chief executives deliver on key performance indicators and specific expectations outlined in their agreed performance agreements with the Public Service Commissioner. These agreements set clear priorities and provide a basis for assessing performance throughout the year.

Performance measure and target

Annual performance reviews of Public Service chief executives are completed against performance expectations for the review period (note 5).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	N/A	N/A	N/A	N/A	100%	



Commentary

The Commission conducted annual performance reviews against performance expectations for eligible chief executives, including a consultation process with appropriate Ministers as required by the Public Service Act 2020.



Measurement approach

- The measure applies solely to substantive chief executive appointments and excludes acting appointments.
- The Commission undertakes chief executive performance reviews against the agreed performance expectations for the review period.
- The reported result is the proportion of the total number of applicable chief executives at year end who have had a performance review completed for the performance review period.



Relevance

- This measure supports the Commissioner’s statutory function to review the performance of Public Service chief executives and provides accountability for completing annual performance reviews.
- Performance reviews assess progress against agreed expectations and provide assurance and accountability that chief executives are delivering on Government priorities and effectively leading their agencies.



Disclosure note 5

- This is a new measure introduced in 2025/26. No comparative historical results are available, and prior-year results have not been restated.
- The measure aligns with the Commissioner’s statutory functions under the Public Service Act 2020 for reviewing the performance of Public Service chief executives, including consulting with the appropriate Minister when required.
- Annual performance reviews cover the period 1 July to 30 June and are substantively completed after year end, once performance can be assessed against expectations for the full review period.

Performance measure

A succession plan is developed for the chief executive position of Public Service agencies.

Performance target

100% of chief executive positions have a succession plan.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	100%	100%	100%	100%	100%	



Commentary

A succession plan was in place for each Public Service chief executive position covered by the measure.



Measurement approach

- The Commission maintains a comprehensive record for all chief executive positions it appoints within the Public Service.
- This record includes details such as the specific role, the current incumbent, the expiry date of their current term, and identified potential successors.
- Keeping this information up to date supports effective succession planning and ensures continuity of leadership across the Public Service.
- It also enables the Commission to proactively manage leadership transitions and maintain a strong, stable pipeline of talent for critical senior roles.



Relevance

- This measure supports system leadership by focusing on the development of current chief executives and identifying and preparing potential successors.
- Building and maintaining a strong pipeline of capable, high-performing leaders ensures continuity in senior leadership roles across the Public Service.
- Having the right leadership in place is critical to delivering high-quality outcomes and services for New Zealanders. Strong, effective leaders drive performance, foster innovation, and support a cohesive and responsive Public Service.
- This approach helps ensure the Public Service is not only delivering for New Zealand today but is also well positioned to respond to future challenges and opportunities.

Minister and Parliamentary Services

These measures assess how effectively the Commission supports Ministers through high-quality policy advice. They provide evidence of ministerial satisfaction with the Commission's advice and independently assess the technical quality of policy papers against recognised public sector standards.

Performance measure and target

Minister for the Public Service and Digitising Government has satisfaction with policy advice.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	90%	98%	70%	83%	79%	



Commentary

During 2025/26, the Commission successfully supported two Ministers through changes to portfolio responsibilities, including the later integration of the Public Service and Digitising Government portfolios. Two ministerial satisfaction surveys were undertaken during the year, one for each Minister. The results reported below represent the combined scores from both surveys and demonstrated continued confidence in the Commission's performance. Ministers recognised the Commission's strong understanding of their priorities, the provision of timely and clear policy advice, support for effective decision-making, and its commitment to maintaining trusted relationships.



Measurement approach

- The Minister for Public Service and Digitising Government is surveyed to measure satisfaction with policy advice provided by the Commission during the reporting period. This includes papers submitted to the Minister for Cabinet consideration and approval.
- During the reporting period, two Ministers completed satisfaction surveys using different instruments. The first assessed four areas: general satisfaction, advice quality, trust in officials, and confidence in the Commission's policy work. The second assessed seven areas: responsiveness and context; analysis and evidence; stakeholder and community views; Te Tiriti o Waitangi and te ao Māori analysis; clarity of policy position; delivery and next steps; and overall trust and confidence.
- Both surveys used a five-point scale. Results were combined using a weighted average to calculate the ministerial satisfaction score, reflecting feedback from both Ministers while accounting for the different survey structures.
- The surveys help the Commission monitor and improve the quality and effectiveness of its policy advice to Ministers and identify areas for improvement.



Relevance

- This measure is a requirement of a policy project led by the Department of the Prime Minister and Cabinet. It evaluates how satisfied the Minister is with the quality and support of policy advice provided by the Commission.
- By monitoring and responding to the Minister's feedback, we demonstrate our leadership across the public management system, aligned with our strategic intentions. Our effective leadership and high-quality policy advice help deliver better outcomes and services for the public, while building trust and confidence in the Public Service.

Performance measure

Technical quality of policy advice papers assessed using the Policy Quality Framework.

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
70%	75%	74%	76% or 3.8/5	75% or 3.75/5	80% or 4/5	



Commentary

The panel reviewed 20 briefing papers. The average score was 4/5. 13 of the papers scored 4 or higher while 7 papers scored 3 or 3.5.



Measurement approach

- The policy advice provided by the Commission is annually reviewed by our Policy Quality Panel, following the guidelines set out in the Policy Quality Framework (PQF) developed by the Department of the Prime Minister and Cabinet (DPMC).
- The panel is made up of experienced advisors from across the organisation who have direct experience using the PQF in their own work. In 2025/26 an AI assessment was provided to the panel members alongside the papers as an input to their discussion. To maintain impartiality, any panel member involved in preparing a paper being reviewed does not participate in scoring that paper.
- Policy advice papers are selected for review based on a clear process outlined in our internal guidelines, Guidance – Quality of Policy Advice Assessment. This begins with a comprehensive list of all papers submitted to Ministers. Highly operational papers, which fall outside the scope of this review, are removed. From the remaining papers, a random sampling method is used to select a representative range across the organisation. If multiple papers on the same topic from the same author are selected, only one is kept through a further random selection, and a replacement is chosen to ensure variety.
- The panel reviews this sample of policy advice against the Policy Quality Framework, scoring each paper. These scores are then used to calculate:
 - » The average quality score of the sampled papers
 - » The proportion of papers scoring 3 out of 5 or higher
 - » The proportion of papers scoring 4 out of 5 or higher
- This approach provides an objective and transparent measure of the quality of advice the Commission delivers to Ministers, supporting our commitment to continuous improvement and high standards.



Relevance

- This measure is a requirement under the Policy Project, led by the Department of the Prime Minister and Cabinet. It reflects our commitment to improving the quality, accountability, and transparency of the policy advice we provide to the Minister.
- As a central agency, our leadership in the public management system spans all areas of our strategic intentions. By maintaining high standards of advice, we help to deliver better outcomes and services for New Zealanders, and we contribute to building public trust and confidence in the Public Service.

Government Digital Delivery Agency appropriation

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

2025 Actual	2026 Actual	2026 Unaudited Budget	2026 Unaudited Supps	2027 Unaudited Forecast
\$000	\$000	\$000	\$000	\$000
- Expenses	13,862	-	16,805	50,070
- Revenue Crown	7,011	-	7,011	30,529
- Revenue Department	9,718	-	9,794	21,958
- Revenue Other	395	-	-	507
- Total Revenue	17,124	-	16,805	52,994

The increase in the budgeted expenditure between the 2026 Budget and the 2026 Supplementary Estimate was \$16.805 million, reflecting the transfer of the Government Digital Delivery Agency from the Department of Internal Affairs to the Public Service Commission from 1 April 2026.

Actual expenditure for the year was higher than the original budget due to the transfer occurring on 1 April 2026 as mentioned above. However, expenditure was lower than the supplementary budget due to changing resourcing needs to deliver strategic work-programme/Cabinet deliverables, the pause in work following the Rapid Review, revised project timelines, and delayed onboarding of suppliers.



Government Digital Delivery Agency appropriation

What we achieved

The Government Digital Delivery Agency supports the delivery of modern, accessible, secure, and user-centred digital public services. Through its stewardship of government digital strategy, common capabilities, and cross-government services, the Government Digital Delivery Agency helps agencies improve the quality, accessibility, and efficiency of services provided to New Zealanders.

These measures assess the effectiveness of government digital services and shared digital capabilities. They measure progress in improving digital accessibility, service quality, public sector efficiency, and user satisfaction, supporting the delivery of trusted and accessible digital government services.

Performance measure and target

Digital accessibility score of public-facing government digital web services is reduced (note 6).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
10% per annum	N/A	N/A	N/A	N/A	39%	



Commentary

The 2025/26 result was 39%, exceeding the target of a 10% annual reduction from the baseline score. This indicates fewer automatically detectable accessibility errors across the public-facing government websites scanned through the Centralised Web Accessibility Checker.



Measurement approach

- Public-facing government websites are scanned using the Centralised Web Accessibility Checker (CWAC) to identify automatically detectable accessibility errors against the New Zealand Government Web Accessibility Standard.
- Up to 100 pages are scanned from each participating website, with results validated to ensure sufficient coverage and representativeness across participating agencies.
- The accessibility score is calculated using the proportion of tested webpages containing automatically detectable accessibility errors. A lower score indicates better accessibility performance.
- Results are calculated quarterly and aggregated to measure progress against the target of a 10 percent annual reduction from the baseline score.



Relevance

- This measure assesses the accessibility of public-facing government websites and the effectiveness of system leadership to improve digital accessibility across government. It provides an indicator of how well agencies are implementing the New Zealand Government Web Accessibility Standard and improving access to digital services for all New Zealanders, including people with disabilities.



Disclosure note 6

- Responsibility for this measure transferred to the Public Service Commission in 2025/26 following the establishment of the Government Digital Delivery Agency. The methodology and performance standard remain unchanged from those previously reported by the Department of Internal Affairs.

Performance measure and target

Percentage of published New Zealand Gazette notices that are accurate (note 7).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
99%	N/A	N/A	99.8% (DIA)	99.9% (DIA)	99.8%	



Commentary

The 2025/26 result was 99.8%, exceeding the 99% performance standard and remaining consistent with the high level of accuracy achieved in recent years.



Measurement approach

- The accuracy rate is calculated as the percentage of New Zealand Gazette notices published without error during the reporting period.
- The measure is calculated by dividing the number of accurate notices by the total number of notices published and expressing the result as a percentage.
- Data is sourced from the Gazette publishing system and records of errors identified through customer notifications, Gazette team reviews, or other quality assurance processes.
- Results are monitored and reported quarterly.



Relevance

- This measure assesses the accuracy of notices published in the New Zealand Gazette. As the Government's official newspaper of record, the Gazette plays an important role in publishing statutory notices and official information. Maintaining a high level of accuracy supports confidence in the integrity and reliability of published information and contributes to the effective operation of government and democratic processes.



Disclosure note 7

- Responsibility for this measure transferred to the Public Service Commission in 2025/26 following the establishment of the Government Digital Delivery Agency. The methodology and performance standard remain unchanged from those previously reported by the Department of Internal Affairs.

Performance measure and target

Annual Public Sector savings due to agencies consuming All of Government portfolio products and services (\$m) (note 8).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
\$85m	N/A	N/A	N/A	N/A	No result reported	



Commentary

No numerical result has been reported for 2025/26. The measure transferred to the Commission on 1 April 2026 with the establishment of the Government Digital Delivery Agency. During audit, limitations were identified in the methodology and supporting evidence for the measure, including the robustness and consistency of assumptions, counterfactual prices, source data, and calculation methodology. The Commission determined that reporting a numerical result could give the appearance of greater precision and reliability than the supporting evidence allows.



Measurement approach

- Under the inherited methodology, estimated annual savings are calculated using supplier billing data for products and services delivered through the All-of-Government portfolio, including Common Capability contracts, Cloud Framework Agreements, Software Framework Agreements, and the Marketplace. Data is consolidated through automated reporting processes and used to estimate savings achieved by agencies through collective procurement and shared digital services. The Commission is reviewing whether this methodology can produce a reliable, repeatable, and auditable estimate for future reporting.



Relevance

- This measure is intended to assess the financial benefits delivered through agencies' use of All-of-Government digital and ICT products and services. It provides an indication of the value generated through collective procurement arrangements, shared services, and system leadership activities. Achieving savings through these arrangements helps agencies maximise public value, reduce duplication, and invest resources more effectively in service delivery.



Disclosure note 8

- This measure transferred to the Commission on 1 April 2026 with the establishment of the Government Digital Delivery Agency. Consequently, there is no prior-year comparative result for the Commission (it had not previously been reported on by the Department of Internal Affairs (DIA)).
- The measure, its methodology, and the associated function transferred from DIA. The Commission was responsible for the function for the final three months of the reporting period and had limited opportunity during that period to validate or redesign the inherited methodology.
- No numerical result has been reported for 2025/26 because the Commission was unable to obtain sufficient confidence that the inherited methodology and supporting evidence would produce a reliable estimate of the savings achieved. The methodology relies on assumptions, counterfactual prices, source data, and calculation processes that could not be adequately substantiated or shown to have been consistently applied.
- The Commission has therefore determined that reporting a numerical result could give the appearance of greater precision and reliability than the supporting evidence allows. This does not mean that All-of-Government portfolio products and services did not generate savings. Rather, the Commission could not reliably quantify those savings for reporting purposes.
- The Commission is reviewing the methodology and future treatment of the measure, including whether a reliable, repeatable, and auditable estimate can be produced and whether the measure continues to provide useful information for accountability reporting.

Performance measure and target

People using government services that were satisfied or very satisfied with their most recent digital service experience (note 9).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
85%	N/A	N/A	N/A	N/A	86.3%	



Commentary

The 2025/26 result was 86.3%, exceeding the 85% performance standard and indicating that most people surveyed were satisfied or very satisfied with their most recent digital government service experience.



Measurement approach

- Approximately 2,000 people participate in the national Kiwis Count survey each quarter, resulting in around 8,000 responses annually.
- Kiwis Count samples, sourced through Dynata and its panel partners, use demographic quotas to ensure the survey is nationally representative by age, gender, ethnicity and broad geographical region. People first answer demographic questions and exit if their group's quota is already full. As a result, the response rate cannot be calculated.
- The measure is based on results from the Kiwis Count survey of people who have recently used government services.
- Respondents who used a digital government service are asked to rate their satisfaction with their most recent experience.
- Results are calculated as the percentage of respondents who report being either satisfied or very satisfied with their most recent digital service experience.
- Survey results are collected quarterly and combined to produce the annual result.



Relevance

- This measure assesses public satisfaction with government digital services. Customer satisfaction is a key indicator of the effectiveness of digital government transformation and the extent to which digital services are accessible, user-centred, and meet the needs of New Zealanders. Monitoring satisfaction helps assess progress towards improving how people access government services and information through digital channels.



Disclosure note 9

- Responsibility for this measure transferred to the Public Service Commission in 2025/26 following the establishment of the Government Digital Delivery Agency. The methodology and performance standard remain unchanged.

Public Service Fale 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.

2025 Actual	2026 Actual	2026 Unaudited Budget	2026 Unaudited Supps	2027 Unaudited Forecast
\$000	\$000	\$000	\$000	\$000
3,930 Expenses	3,086	2,000	3,627	2,600
3,930 Revenue Department	3,086	2,000	3,627	2,600
3,930 Total Revenue	3,086	2,000	3,627	2,600

The increase of \$1.627m between the 2026 Budget and the 2026 Supplementary Estimates reflects the first 6 months of \$1.300m of new Phase 2 funding (\$2.600m per annum for 5 years) approved via MoU with the Ministry of Foreign Affairs and Trade during the year. The balance is revenue received in 2025/26 from the Ministry of Foreign Affairs and Trade that was not spent. The Ministry agreed that the Commission could use this funding in 2025/26.

Actual expenditure for the year was higher than the original budget due to the new funding MoU agreed with MFAT as mentioned above. However, actual expenditure was lower than supplementary estimates due to minor underspends in personnel and overseas travel.



Public Service Fale appropriation

What we achieved

The Public Service Fale supports stronger Pacific public services by working with Pacific countries and territories to build public sector leadership, capability, and regional collaboration. Through partnerships, knowledge sharing, and capability-building activities, the Fale helps strengthen public services so they are more trusted and transparent, capable and adaptable, accountable and outcomes-focused, and responsive to their citizens.

These measures assess the effectiveness of the Public Service Fale in supporting Pacific Public Service leadership, capability development, and regional collaboration. They measure the value Pacific Public Service Commissioners place on Fale support, the delivery of regional engagement activities, and whether Fale capability-building initiatives are relevant and contribute to improved knowledge and skills among participants.

Performance measure

Pacific Public Service Commissioners who agree the Public Service Fale supports their goals to strengthen public services in their country (note 10).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	N/A	N/A	82%	96%	91%	



Commentary

Performance against this measure was achieved, with an overall result of 91%. The Public Service Fale surveyed Public Service Commissioners, or equivalent senior stakeholders, across its 16 Pacific partner countries, achieving a 100% response rate at the country level. Four countries provided more than one response, resulting in 20 individual responses across the 16 participating countries. Feedback indicates that the Fale continues to provide valued support through training, mentoring, resources, and networking opportunities. Respondents particularly noted the benefits of strengthened Pacific connections, shared learning across jurisdictions, and initiatives that support the development of Public Service capability.



Measurement approach

- The Public Service Fale surveys Public Service Commissioners, or equivalent senior stakeholders, across its 16 partner countries. Survey results are calculated using one result per country. Where more than one response is received from a country, an average country result is used. Results are based on responses received from participating countries and reflect the views of the Fale's primary counterparts in each partner nation.



Relevance

- This measure assesses the quality and effectiveness of the Public Service Fale's support to Pacific public sectors. It aligns with the Memorandum of Understanding between the Ministry of Foreign Affairs and Trade and the Commission, which aims to strengthen trusted, transparent, capable, adaptable, accountable, and outcomes-focused public sectors across the Pacific. The measure is based on feedback from Pacific Public Service Commissioners and other key stakeholders regarding the Fale's responsiveness to their priorities and the effectiveness of its services and support.

Performance measure



Disclosure note 10

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

Performance measure and target

The Public Service Fale supports delivery of the Annual Pacific Public Service Commissioners Conference (note 11).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
Achieved	N/A	N/A	Achieved	Achieved	Achieved	



Commentary

The Annual Pacific Public Service Commissioners Conference (Fono) was successfully held in Suva, Fiji, in November 2025. Positive themes centred on regional collaboration, shared learning, integrity, leadership, and workforce planning. Participants valued connecting with counterparts, sharing practical solutions to common challenges, and exploring tools such as AI to strengthen Pacific Public Service delivery.



Measurement approach

- Performance is measured by whether the Public Service Fale supported delivery of the Annual Pacific Public Service Commissioners Conference during the reporting year.



Relevance

- This measure assesses the Public Service Fale's delivery of the annual Pacific Public Service Leaders' Conference, a key commitment under the Memorandum of Understanding between the Ministry of Foreign Affairs and Trade and the Public Service Commission. The Conference supports relationship building, knowledge exchange, and regional collaboration, while providing an opportunity for Public Service Commissioners and senior leaders to review the Fale's progress, shape future priorities, and strengthen collective leadership across the Pacific.



Disclosure note 11

- Public Service Fale performance measures have been updated from 2025/26 to align with the new funding agreement with the Ministry of Foreign Affairs and Trade.
- As a result, this measure is now reported on an achievement basis rather than as a numeric count of conferences supported. Historical results have been restated as "Achieved" or "Not Applicable" for consistency and comparability.

Performance measure

The Commission through the Public Service Fale supports Pacific Public Service Commissioners to develop system leadership capability.

Performance target

Percentage of Pacific public servants participating in Fale activities who agree/strongly agree that capability building activities are relevant to their contexts (note 12).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	N/A	N/A	100%	98.7%	93%	



Commentary

During the reporting period, the Public Service Fale delivered two Share, Learn and Connect sessions for Pacific public servants on cultural gift giving and managing conflicts of interest. Pacific country members co-led both sessions, sharing their experiences, policies, and guidance, followed by small and large group discussions. The sessions attracted around 180 participants, and feedback was positive, with 93 percent of respondents agreeing or strongly agreeing that the activity was relevant to their context.

Feedback was also collected through the Fale Mentoring Programme. Response rates varied across the different survey groups. Cohorts 8 and 9 of the mentoring programme achieved a 100 percent response rate, with all 12 participants providing feedback. The Share, Learn and Connect sessions achieved lower post-event survey response rates, with 21 responses received from 80 attendees (26.3 percent) for the Gift Giving session and 12 responses received from 117 attendees (10.3 percent) for the Conflicts of Interest session.

The variation in response rates reflects the different nature of these programmes. Surveys for programmes with established cohorts and ongoing engagement, such as the Fale Mentoring Programme, tend to achieve higher response rates than surveys for Share, Learn and Connect sessions, which are publicly promoted, one-off events that attract a broad and diverse audience with varying levels of ongoing engagement with the Fale. To improve feedback collection for future Share, Learn and Connect sessions, the Fale plans to introduce in-session polling to enable participants to provide feedback while attending the event.



Measurement approach

- Participants are surveyed following capability-building activities and asked to rate the extent to which the activity was relevant to their local context. Results are reported as the percentage of respondents who agree or strongly agree that the activity was relevant to their needs and circumstances.



Relevance

- This measure assesses whether the Public Service Fale's capability-building activities are relevant to the needs and operating contexts of Pacific public servants. Strengthening Public Service capability is a key outcome of the Memorandum of Understanding between the Ministry of Foreign Affairs and Trade and the Commission. The measure provides an indication of how effectively the Fale designs and delivers programmes, courses, webinars, and workshops that are responsive to Pacific contexts and priorities.



Disclosure note 12

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

Performance measure

The Commission through the Public Service Fale supports strengthened Pacific Public Service capability.

Performance Target

Percentage of Pacific public servants participating in Fale activities who agree/strongly agree that their knowledge and skills (understanding) improved as a result of the activities (note 13).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	N/A	N/A	100%	100%	100%	



Commentary

Performance against this measure was achieved, with 100 percent of surveyed participants agreeing or strongly agreeing that Fale activities improved their knowledge and skills.

During 2025/26, the Fale delivered two nine-month executive mentoring programmes, pairing 12 senior Pacific leaders with experienced mentors from New Zealand and across the Pacific. Feedback was strongly positive, with all participants agreeing or strongly agreeing that the programme was relevant to their context and supported their capability development. As one mentee reflected: “The relationship gave me the confidence to own my role and lead. It gave me a chance for reflection, to gather perspective, and to adapt.”

The Fale also delivered two Share, Learn and Connect sessions for Pacific public servants on cultural gift giving and managing conflicts of interest. Pacific country members co-led both sessions, sharing their experiences, policies, and guidance, followed by small and large group discussions. The sessions attracted around 180 participants and received positive feedback, with 93 percent of respondents agreeing or strongly agreeing that the activities were relevant to their context.

Response rates varied across the different survey groups. Programmes with established cohorts and ongoing engagement, such as the Fale Mentoring Programme, achieved very strong response rates, with all 12 participants in mentoring cohorts 8 and 9 providing feedback. In contrast, the Share, Learn and Connect sessions are publicly promoted, one-off events that attract a broad range of participants, many of whom have limited ongoing engagement with the Fale. While attendance levels were high, post-event survey response rates were lower, with 21 responses received from 80 attendees for the Gift Giving session and 12 responses received from 117 attendees for the Conflicts of Interest session. To improve feedback collection from future sessions, the Fale plans to introduce in-session polling.



Measurement approach

- Participants are surveyed following capability-building activities and asked to rate the extent to which the activity improved their knowledge and skills in the relevant subject area. Results are reported as the percentage of respondents who agree or strongly agree that their knowledge and skills have improved as a result of the activity.



Relevance

- This measure assesses the effectiveness of the Public Service Fale’s capability-building activities in strengthening the knowledge and skills of Pacific public servants. Strengthening Public Service capability is a key outcome of the Memorandum of Understanding between the Ministry of Foreign Affairs and Trade and the Public Service Commission.
- The measure provides an indication of how effectively the Fale’s programmes, courses, webinars, and workshops support capability development across the Pacific public sector.



Disclosure note 13

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

Responding to the Abuse in Care Inquiry appropriation

This appropriation supports the Government's response to the Abuse in Care Inquiry.

2025 Actual	2026 Actual	2026 Unaudited Budget	2026 Unaudited Supps	2027 Unaudited Forecast
\$000	\$000	\$000	\$000	\$000
5,922 Expenses	14,095	18,500	20,599	24,761
10,241 Revenue Crown	20,490	18,500	20,490	24,761
- Revenue Department	109	-	109	-
- Revenue Other	-	-	-	-
10,241 Total Revenue	20,599	18,500	20,599	24,761

The increase of \$2.099 million between the 2026 Budget and the 2026 Supplementary Estimates is mainly due to:

- \$3.819 million reflecting an expense transfer from 2024/25 to 2025/26 to fund Crown Response Office activity, the National Day of Reflection Community Fund and other activities surrounding the National Day of Reflection
- \$1.079 million to bring funding forward from 2026/27 to enable the Crown Response Office to align funding with the updated redress design and implementation plan, and
- \$500,000 drawdown from the Implementing the Government's Response tagged contingency to complete development and establishment work for mental health facilities claims.

These increases were offset by the following decreases:

- \$2.500 million due to an expense transfer from 2025/26 to 2026/27 to support continued Crown Response Office activity, and
- \$1 million due to the transfer of funding to Vote Internal Affairs for the Survivor Support and Recognition Fund.

Actual expenditure for the year was lower than the original budget due to delays in the redress design and implementation programme, with cross-agency decisions and agreement on key implementation and hosting arrangements taking longer than expected. This resulted in planned expenditure being re-phased into 2026/27 (as mentioned above).



Responding to the Abuse in Care Inquiry appropriation

What we achieved

The Commission supports the Government's response to the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions through policy advice, strategic coordination, and oversight of response initiatives. This work contributes to the Government's commitment to acknowledging past harms, improving systems, and supporting better outcomes for survivors.

The measure assesses the quality and effectiveness of policy advice provided to the 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.

Performance measure

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

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
80%	N/A	N/A	N/A	73%	77%	



Commentary

The survey was sent to the Minister supported during the reporting period. The Lead Coordination Minister's feedback on the Crown Response Office's performance for the year ended 30 June 2026 identified opportunities to further strengthen the links between policy development, operational delivery, and the monitoring and evaluation of policy initiatives. The Crown Response Office is addressing these areas through ongoing improvement activities.



Measurement approach

- The 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 annually to assess satisfaction with policy advice provided during the reporting period. Policy advice papers provided to the 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 for presentation to, and endorsement by, Cabinet.
- The survey covers four themes: general satisfaction, quality of policy advice, overall trust, and overall confidence.
- Each theme has questions scored out of 5. We use a weighted average on the result of each theme to determine the overall result for the reporting period.

Performance measure



Relevance

- This measure is required under the Policy Project led by the Department of the Prime Minister and Cabinet.
- It provides an assessment of the Minister's satisfaction with the quality, usefulness, and effectiveness of policy advice provided by the Crown Response Office during the reporting period.
- Monitoring ministerial satisfaction supports continuous improvement in policy advice and helps ensure advice remains relevant, evidence-based, and responsive to the Government's priorities for responding to historical abuse in care.

Public Service Commission - Capital Expenditure PLA appropriation

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

2025 Actual	2026 Actual	2026 Unaudited Budget	2026 Unaudited Supps	2027 Unaudited Forecast
\$000	\$000	\$000	\$000	\$000
150 Property, plant and equipment	435	367	797	100
362 Intangibles	95	-	-	-
512 Total appropriation	530	367	797	100

Section 24(1) of the Public Finance Act 1989 allows the Commission to purchase assets to the extent that its working capital permits. This enables the Commission to exceed its budget, provided it has sufficient working capital to do so.

Capital expenditure on property, plant, and equipment supported the purchase of laptops and mobile phones for the Commission staff. Capital expenditure for intangible assets related to the development of digital platform phase 4.



Public Service Commission - Capital Expenditure PLA appropriation

What we achieved

The Public Service Commission is not a capital-intensive department. Capital expenditure is primarily focused on maintaining and upgrading assets that support the Commission's operations, including computer hardware and digital assets. Investment is undertaken through a planned asset replacement programme to ensure essential capability is maintained and improved over time.

This measure assesses the Commission's stewardship of capital assets and the effectiveness of its capital investment planning. It measures whether capital expenditure is managed in accordance with the Commission's approved capital expenditure plan, supporting sound financial management and the responsible use of public resources.

Performance measure

Expenditure is in accordance with the Public Service Commission's capital expenditure plan (note 14).

Performance standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
100%	N/A	N/A	N/A	N/A	Achieved	



Commentary

The measure was achieved, with capital expenditure incurred in accordance with the Commission's approved capital expenditure plan.



Measurement approach

- Performance is measured by comparing actual capital expenditure against the Commission's approved capital expenditure plan.
- The measure is achieved when capital expenditure is incurred in accordance with the approved plan and any formally approved amendments.



Relevance

- This measure demonstrates effective stewardship of public resources and sound financial management.
- Maintaining and upgrading essential assets helps ensure the Commission has the capability required to deliver its functions effectively.
- The Commission's primary areas of capital investment include computer hardware and digital assets.



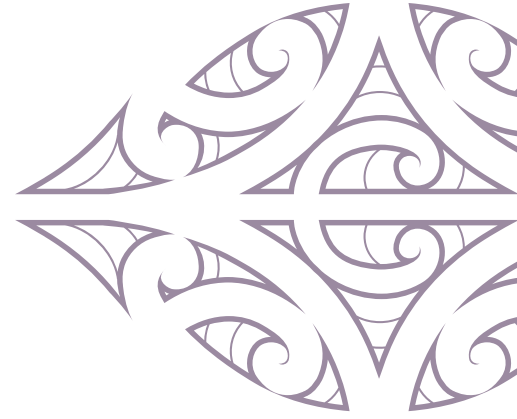
Disclosure note 14

- This measure was introduced in 2025/26. Prior-year results are therefore not available.

Service Critical Assets

The Commission monitors the performance and availability of its service-critical digital assets to ensure they remain reliable and capable of supporting service delivery. In accordance with Cabinet Office Circular CO (23) (9), the table below outlines performance against the Commission's unaudited asset performance measures. These assets are considered service-critical because any significant disruption, damage, or loss would be likely to have a material adverse impact on the delivery of Commission services.

Asset	Particulars	Assessment of Performance	Indicator	Standard	2023/24	2024/25	2025/26 Result
Public Service Commission website	The Commission's primary channel for publishing public sector advice, guidance, information and data	Website services are available and accessible to users	Availability	99.9%	99.9%	99.9%	99.9%
Data Warehouse	Cloud-based platform for storing and managing organisational data	The Data Warehouse is available for successful query execution	Availability	99.9%	99.9%	99.9%	99.9%



Our organisation

Te Kawa Mataaho – Tō mātou whakahaere

A high performing and sustainable organisation

The Commission provides leadership and oversight of the Public Service. Our role is to help the Public Service operate as a unified system that delivers the outcomes and services New Zealanders want, need and expect, while maintaining public trust and confidence.

To support that role, the Commission needs strong organisational foundations. In 2025/26, we focused on building a high performing and sustainable organisation through five areas:

- strengthening assurance, accountability and resilience through improved governance, risk and assurance practices, and safety, security and sustainability settings
- maintaining fiscal responsibility by directing resources to priority areas and managing within tighter fiscal settings
- providing a modern and flexible workplace that supports productivity, wellbeing, collaboration and inclusion
- digitally enabling our work through improved systems, data, cyber security and responsible use of artificial intelligence
- growing an agile, diverse and capable workforce through workforce planning, leadership support, cultural capability and inclusive employment practices.

These areas provide the structure for this section and show how the Commission strengthened the internal settings needed to support its system leadership role.

During the year, the Commission continued to adapt to support its expanded responsibilities. This included integrating the Government Digital Delivery Agency, supporting the Crown Response Office, strengthening financial and performance disciplines, improving protective security settings, and modernising how we work as the next stage of integration began.

Together, this work helped ensure the Commission had the organisational capability, systems and disciplines needed to deliver its statutory role, support significant system change and continue strengthening the Public Service.

Strengthening assurance, accountability and resilience

Governance, risk and assurance

The Commission continued to strengthen its governance, risk and assurance settings during 2025/26.

During the year, the Commission began piloting a more structured risk management approach through the Government Digital Delivery Agency transition programme. Lessons from this work are informing the development of a broader organisational risk framework.

The Executive Leadership Team also approved the National Security Clearance Framework, introducing a more targeted, risk-based approach to national security clearances. Implementation is now underway, supported by privacy and legal oversight, and is helping strengthen protective security governance through clearer oversight of clearance requirements and more consistent processes for staff and contractors.

The Commission also took steps to improve how it explains and measures the impact of its work. Following feedback from the Minister, the Commission reviewed its performance framework to better reflect the impact of its work across the Public Service. Proposed additions focus on priority areas where the Commission has clear system leadership responsibilities, including agency improvement following Performance Improvement Reviews and support for priority executive talent. This builds on the changes made in the 2025 Annual Report, where measures were retired or consolidated to support a more integrated and outcome-focused approach.

Health, safety and wellbeing

The Commission continued to prioritise health, safety and wellbeing. The Health, Safety and Wellbeing Committee provided oversight of hazard and risk reporting, incident management and wellbeing initiatives. During the year, the Commission established a Wellbeing Rōpū and supported activities marking Mental Health Awareness Week 2025 and World Day for Safety and Health at Work 2026, strengthening its commitment to wellbeing, psychological safety and healthy workplaces.

Reported incidents remained low, and the Commission participated in Te Iho (formerly known as Bowen House) building-wide health and safety arrangements with other agencies.

The Crown Response Office maintained bespoke health, safety, wellbeing and accessibility practices because of the nature of its work. Support included trauma-informed practice, reflective sessions, team check-ins and specialist wellbeing support.

The Government Digital Delivery Agency continued to be based at the Department of Internal Affairs' premises, with the Department of Internal Affairs leading building-related health and safety. Government Digital Delivery Agency Health and Safety Representatives have joined the Commission's Committee to support oversight of non-building-related matters.

The 2026 Pulse survey (a follow on from last years Public Service Census) identified both improvements and areas for continued focus that are relevant to employee health, safety and wellbeing. Encouragingly, reports of bullying and harassment reduced. The survey also highlighted the importance of ongoing attention to workload management and the physical work environment.

Maintaining strong fiscal responsibility

The Commission operated in a constrained fiscal environment in 2025/26. It maintained strong financial control, managed expenditure carefully following the Fiscal Sustainability Programme, and prepared for further baseline reductions.

The Commission developed its 2026/27 internal budget and four-year outlook, identifying cost pressures from remuneration, inflation, the future end of time-limited Crown Response Office funding, and Government Digital Delivery Agency integration. The Executive Leadership Team agreed budget settings that enabled the Commission to manage within appropriation while responding to these pressures.

The Treasury's strategic financial management self-assessment confirmed effective core financial controls and audit assurance, while identifying opportunities to strengthen strategic financial management, policies, compliance review processes and integration between finance, performance, planning and risk information.

Providing a modern and flexible workplace

Following the move to Te Iho (formerly known as Bowen House) in April 2025, the Commission focused on embedding new ways of working in the shared workplace and improving how the space supports collaboration, productivity and wellbeing.

Staff feedback through the 2026 Pulse survey showed the physical work environment was a barrier for some employees. The Commission identified actions to reinforce shared-space expectations and improve the workplace environment where practical.

Te Iho (formerly known as Bowen House) also supported cross-agency collaboration, including teams working on machinery of government changes and the integration of the Government Digital Delivery Agency into the Commission.

Digitally enabling our work

The Commission strengthened the digital tools, systems and practices that support how its people work.

During the year, the Commission advanced the responsible use of artificial intelligence by rolling out Microsoft 365 Copilot to eligible staff after mandatory training and terms of use were completed. Supporting privacy, security, technical assurance and guidance were also developed. Use of Copilot increased during the year, and an AI survey was developed to establish a baseline of staff awareness, confidence and use of approved AI tools.

To maximise the benefits of AI while supporting responsible and secure use, the Commission invested in capability-building activities, including structured training, practical demonstrations and ongoing user support. These initiatives contributed to improved digital literacy, increased workforce capability and a stronger foundation for future innovation.

A further focus was integrating the Government Digital Delivery Agency following the transfer of the Government Chief Digital Officer function from the Department of Internal Affairs to the Commission on 1 April 2026. This included work on people, systems, information sharing, corporate services, security and transition planning.

The Commission is implementing a CRM system, referred to internally as Digital Platform Phase 4, to strengthen talent management, leadership progression and capability deployment. The platform will improve talent information, insights and reporting, supporting more informed decisions about developing and retaining Public Service leadership capability.

Growing an agile, respectful and capable workforce

The Commission strengthened workforce planning, people policies and capability initiatives to support an agile, respectful and capable workforce through a period of significant organisational change.

The integration of the Government Digital Delivery Agency was a major priority, requiring support across terms and conditions, systems, policies, onboarding, manager support and transition planning. The Commission also supported machinery of government changes, including the establishment of the Integration Management Office for the Ministry for Cities, Environment, Regions and Transport.

The People Committee strengthened oversight of establishment management, supporting tighter workforce controls and better alignment of resourcing decisions with priorities.

The Commission progressed key people policies and guidance, including the Respectful Workplaces Policy, the new Code of Conduct rollout, and the refreshed Health, Safety and Wellbeing Policy. Employees completed mandatory Code of Conduct and Election Guidance training, reinforcing expected standards of behaviour and integrity.

The 2026 Pulse survey showed strong foundations, with progress in several factors that support a productive, agile and capable workforce, including innovation, decision-making, access to tools, and manager feedback. Staff comments continued to describe the Commission's people as supportive, capable and collaborative. Actions have been identified to further strengthen organisational effectiveness in response to survey feedback.

The Commission also supported performance, development and talent conversations, including delivery and development plans, remuneration governance and moderation, and talent, succession and development planning.

Good employer responsibilities

The Commission is committed to being a good employer by promoting equal access to employment opportunities, recruiting on merit, and supporting an inclusive, high-performing workplace where people can participate, develop, and be recognised for their contributions.

Having an inclusive workplace approach strengthens our individual and organisational performance. We appreciate diversity of experience and background, and what it brings to our workplace. Our policies support transparency, inclusion and fairness, including recruitment, health, safety and wellbeing, speaking up, respectful workplaces, and remuneration policies.

During 2025/26, the Commission continued to focus on fair and consistent employment practices. The gender pay gap decreased from 10.1 in June 2025 to 9.9 percent in 2026. The Commission continues to monitor gender and ethnic pay gaps through remuneration moderation and workforce reporting.

Māori-Crown relations capability and te reo Māori

The Commission refreshed Te Angitū, its Māori capability strategy and action plan, and continued to build Māori Crown relations capability across the organisation.

Te Angitū supports staff to understand, value and participate in te ao Māori in ways that support the Crown's relationship with Māori. This reflects the Commission's responsibilities under the Public Service Act 2020 to develop and maintain capability to engage with Māori and understand Māori perspectives.

During 2025/26, the Commission supported capability-building in te reo Māori, tikanga, New Zealand history and the Treaty of Waitangi | Te Tiriti o Waitangi. This included a Wall Walk workshop that strengthened understanding of Māori Crown relations, alongside support for Te Wiki o te Reo Māori, Matariki and an active waiata group.

The 2025 Public Service Census showed:

- 78 percent of employees understood how the Commission's Treaty of Waitangi | Te Tiriti o Waitangi responsibilities apply to our work
- 67 percent felt confident identifying aspects of our work that may disadvantage Māori
- 72 percent were comfortable supporting tikanga Māori in the workplace.

Respectful workplaces

Diversity, equity and inclusion remain central to the Commission's role as a good employer and system leader.

During 2025/26, the Commission supported employee-led networks, inclusive initiatives, and policy improvements to remove bias and strengthen participation and inclusion. It maintained Rainbow Tick accreditation and continued to support neurodiversity awareness through its Neurodiversity Network and wider public sector networks.

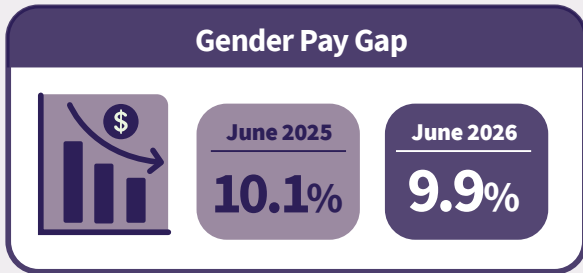
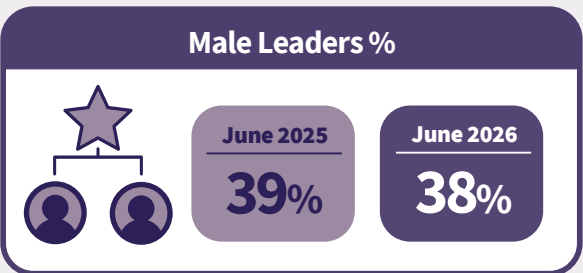
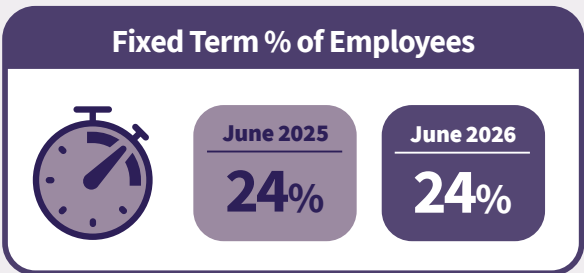
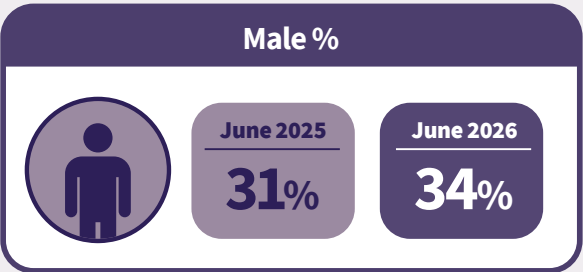
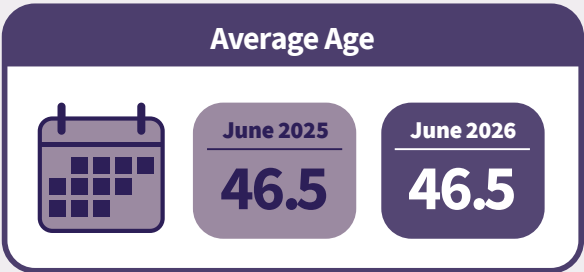
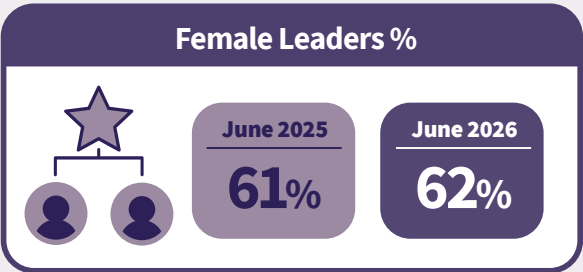
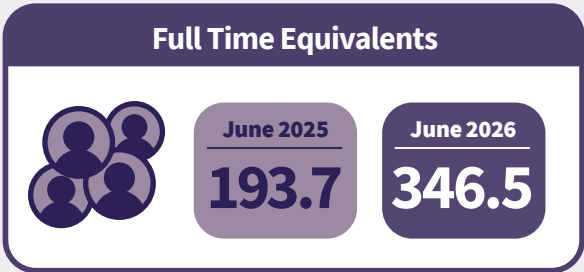
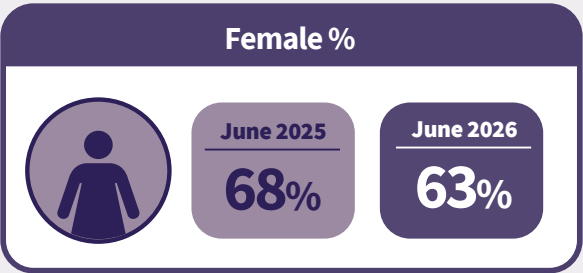
The Commission also monitored workforce diversity and pay gaps through regular workforce reporting. Māori, Pacific, Asian, MELAA and other ethnic representation continued to be tracked as part of workforce monitoring.

The Commission will continue to use workforce data, employee feedback and good employer practices to support a workplace where people are respected, included and able to contribute fully.

Public Service Commission demographic profile

The Commission ended the 2025/26 year with 346.5 full-time equivalent (FTE) employees as at 30 June 2026. Changes to the Commission’s FTE over the past 12 months reflect three key developments: a reduction in positions due to the Fiscal Sustainability Programme, the Commission’s appointment as host agency for the Crown Response Office in December 2024, and an increase following the establishment of the Government Digital Delivery Agency in April 2026.

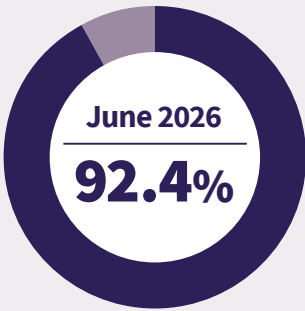
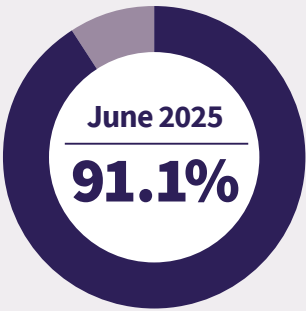
Workforce



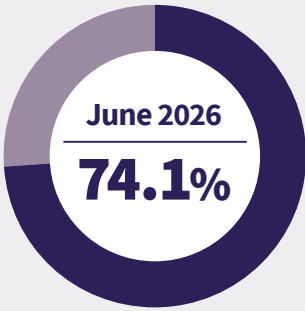
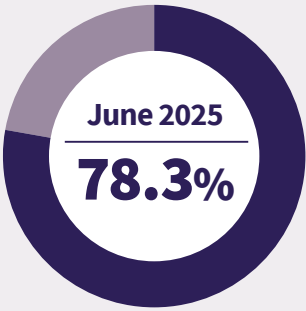
* Information is gathered from 30 June 2025 - 30 June 2026

Ethnicities

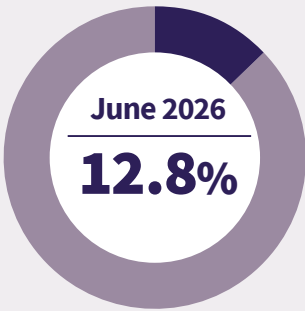
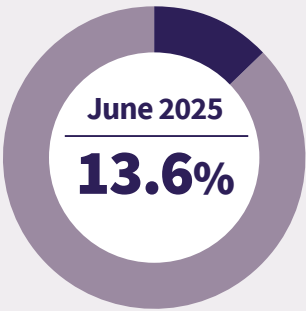
Disclosed
Ethnicities



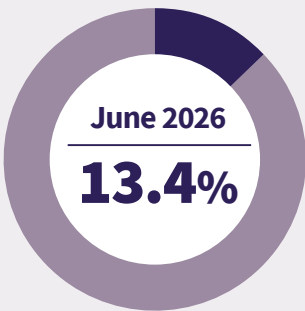
European



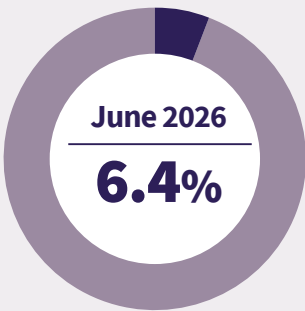
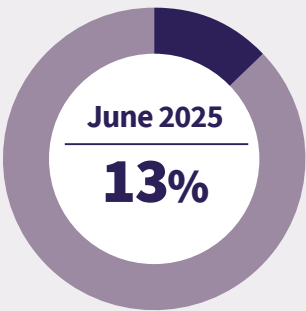
Māori



Asian



Pacific



Our carbon footprint

In 2025/26, we emitted 256 tCO₂-e (tonnes of carbon dioxide equivalent). Most emissions came from air travel (65%) and staff commuting (24%).

This was a decrease of 60 tCO₂-e compared with our 2024/25 total of 316 tCO₂-e. The main drivers of this decrease were a significant reduction in electricity emissions and the complete removal of natural gas, as this is the first full year the Commission has reported on emissions in its new premises at Te Iho (formerly known as Bowen House).

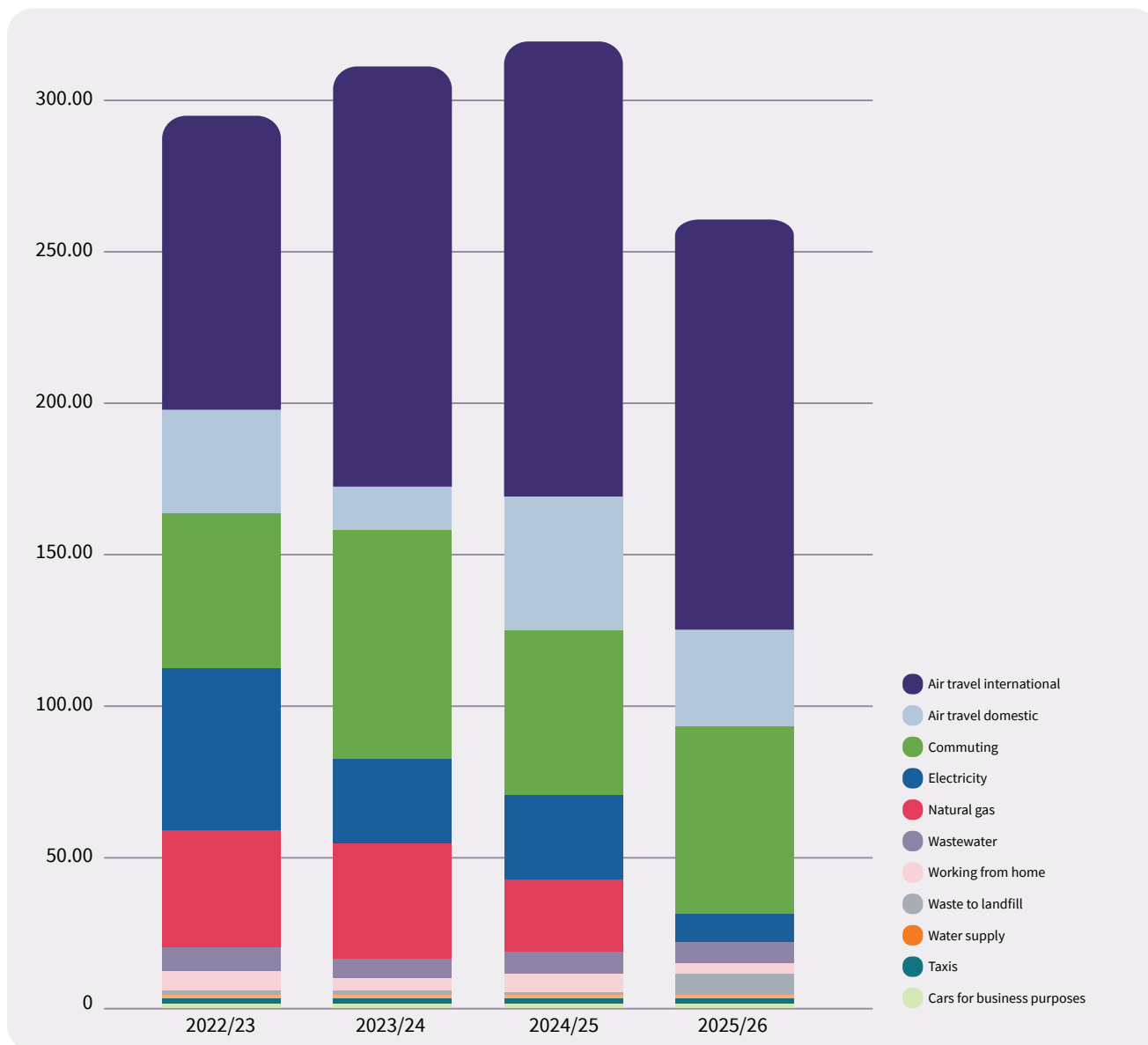
Organisational changes will affect future emissions reporting. The Government Digital Delivery Agency was integrated into the Commission on 1 April 2026, increasing the Commission's FTE count and budget. The Department of Internal Affairs will recognise the Government Digital Delivery Agency's emissions for 2025/26, with the Commission reporting these emissions from 2026/27.

The table below shows our carbon emissions from our base year (2022/23) to our reporting year (2025/26).

Category	Scope	2022/23		2023/24		2024/25		2025/26	
		(tCO ₂ -e)	%	tCO ₂ -e	%	(tCO ₂ -e)	%	(tCO ₂ -e)	%
Category 1: Direct emissions	Scope 1	0.00		0.00	0%	0.00	0%	0.00	0%
Category 2: Indirect emissions from imported energy	Scope 2	14.06	5%	7.61	3%	7.42	2%	8.25	3%
Category 3: Indirect emissions from transportation	Scope 3	195.15	66%	253.47	77%	255.36	81%	233.53	91%
Category 4: Indirect emissions from products used by organisation		87.32	29%	66.94	20%	53.36	17%	14.86	6%
Category 5: Indirect emissions associated with the use of products from the organisation		0.00	0%	0.00	0%	0.00	0%	0.00	0%
Category 6: Indirect emissions from other sources		0.00	0%	0.00	0%	0.00	0%	0.00	0%
Total gross emissions		296.53	100%	328.02	100%	316.14	100%	256.64	100%

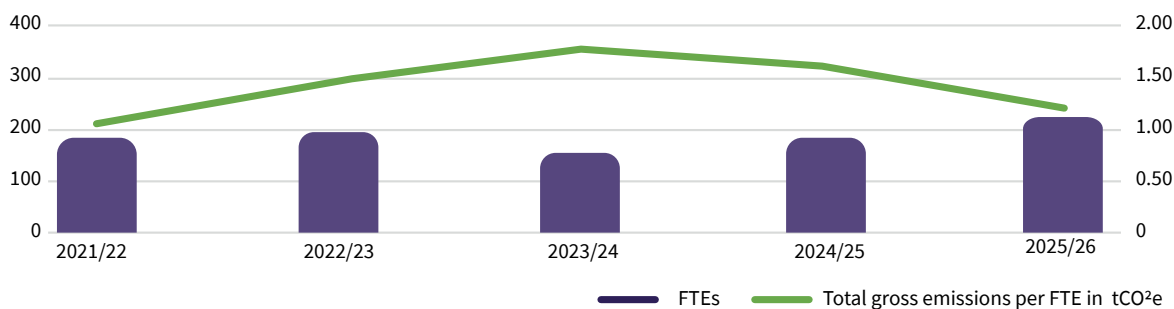
Total emissions by activity for 2022/23–2025/26

The graph below compares emissions by activity between 2022/23 and 2025/26. It shows that business travel, particularly international travel, and commuting continue to be the main contributors to the Commission's emissions. Overall emissions reduced significantly due to a steep decline in electricity emissions and the removal of natural gas following the move to Te Iho (formerly known as Bowen House).

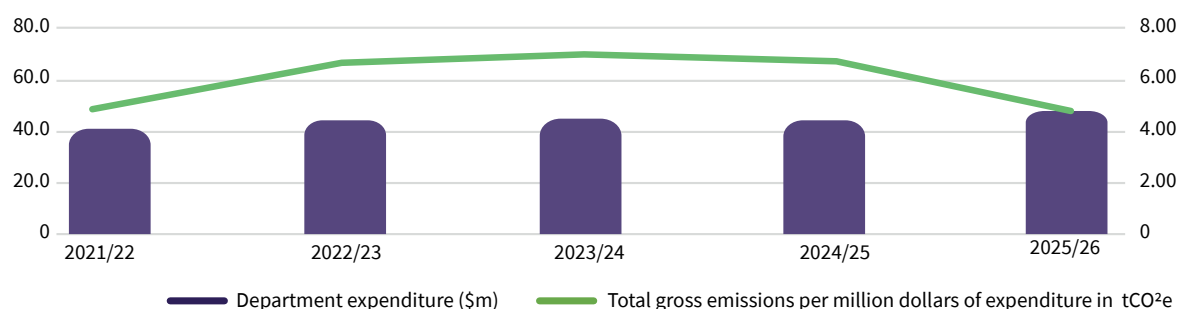


Emissions intensity

The Commission measures emissions intensity by FTE and expenditure. The Commission's structure changed significantly in 2025/26 with the integration of the Government Digital Delivery Agency. As mentioned above, the emissions of the Government Digital Delivery Agency will not be reported on until 2026/27. For this reason, we have removed the Government Digital Delivery Agency's expenditure and FTE totals from our reporting to keep these numbers relevant and comparable.



GHG emissions per FTE	2022/23	2023/24	2024/25	2025/26
Gross emissions	296.53	328.02	316.14	256.20
Public Service Commission FTE	199.0	175.1	193.7	205.39
Total Gross emissions per FTE	1.49	1.87	1.63	1.25

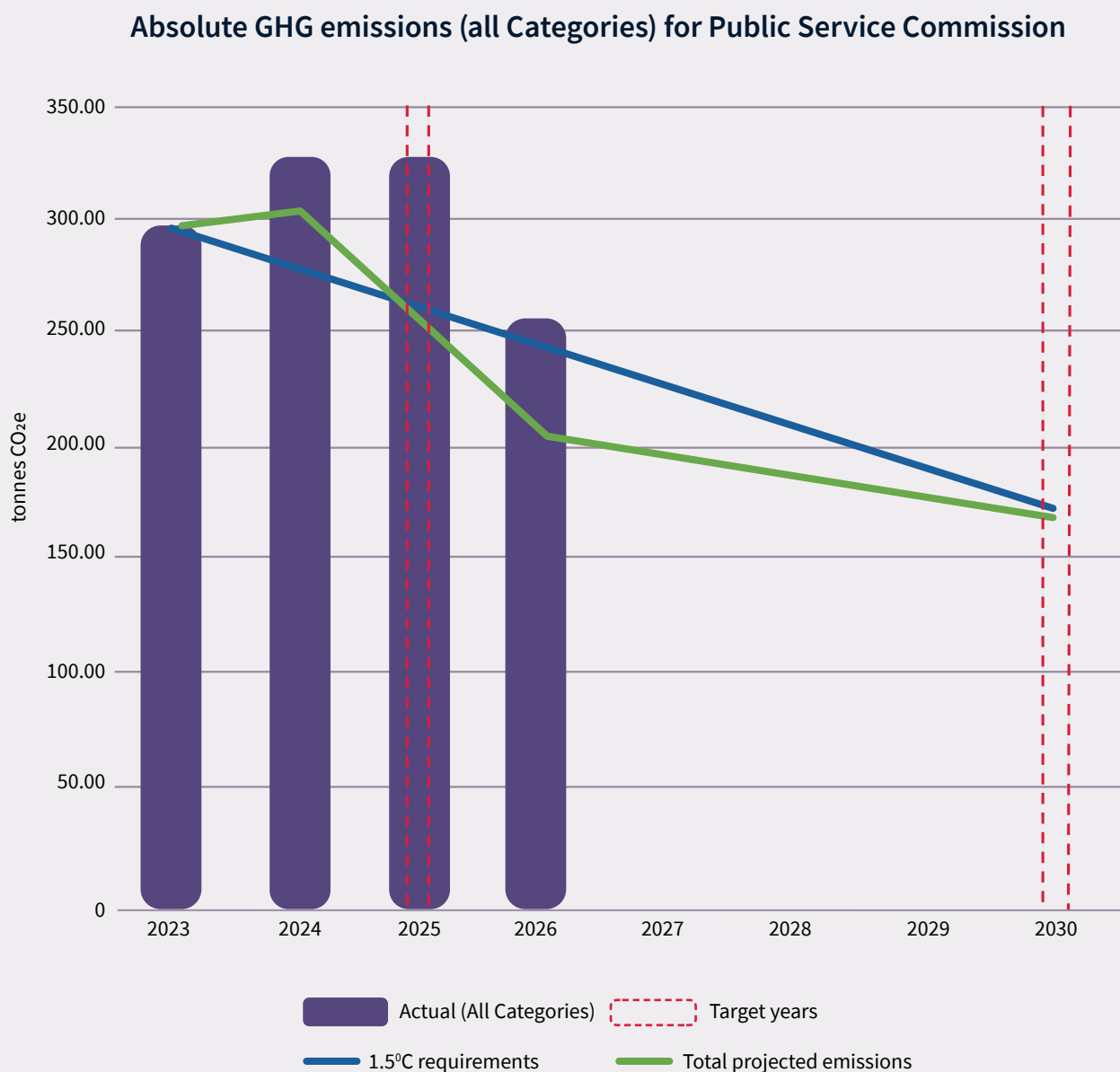


GHG emissions per \$1m expenditure	2022/23	2023/24	2024/25	2025/26
Gross emissions	296.53	328.02	316.14	256.20
Public Service Commission expenditure (\$m)	43.377	44.591	43.978	51.360
Total gross emissions per million dollars of expenditure	6.84	7.36	7.19	5.00

Our reduction targets

The Commission's carbon emissions forecast anticipated a sharp decrease in 2025/26 following the move to Te Iho (formerly known as Bowen House), mainly through lower travel, electricity and natural gas emissions. Overall emissions reduced as expected, although it is too early to determine whether the reduction in travel emissions is sustainable. The transfer of the Crown Response Office to the Commission in November 2024 contributed to higher emissions than forecast, but the office is time-limited and due to end on 30 June 2027.

The Commission will review its reduction target and forecast ahead of 2026/27 to reflect the impact of the Government Digital Delivery Agency integration.



Our plans for the future

The Commission's immediate focus is to reset emissions expectations for 2026/27 and beyond. It will work with the Carbon Neutral Government Programme to determine the most appropriate approach, including whether a new base year is required.

Improving our data

To support more meaningful analysis, the Commission has begun separating emissions data for distinct groups within the organisation. This currently includes the:

- core Commission
- Public Service Fale
- Crown Response Office.

A separate group has also been created for the Government Digital Delivery Agency to support reporting from 2026/27. The Commission will use the same approach for future organisational changes that materially affect emissions reporting.

Future reduction plans

The Commission has identified air travel as its most significant source of emissions. We have recently refreshed our travel policy and continue to monitor our travel for reduction opportunities. These efforts also support our commitment to fiscal sustainability.

Independent verification

The Commission's greenhouse gas emissions data and calculations have been independently verified against **ISO 14064-1:2018** by **Toitū Envirocare** (Enviro-Mark Solutions Limited), a wholly owned subsidiary of **Manaaki Whenua | Landcare Research**, a Crown Research Institute.

We are proudly a **Toitū carbonreduce** organisation, meaning we measure, manage and reduce our emissions in line with ISO 14064-1:2018 and Toitū requirements.

Toitū carbonreduce certification is accredited by the **Joint Accreditation System of Australia and New Zealand (JAS ANZ)**.

A copy of our Toitū carbonreduce certification disclosure is available on the Toitū website.



Our Financials

Ko ā mātau mahi pūtea

Statement of Responsibility

I am responsible, as Chief Executive of the Public Service Commission Te Kawa Mataaho (the Commission), for:

- the preparation of the Commission's financial statements, and statements of expenses and capital expenditure, and for the judgements expressed in them
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting
- ensuring that end-of-year performance information on each appropriation administered by the Commission is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this Annual Report
- the accuracy of any end-of-year performance information prepared by the Commission, whether or not that information is included in the Annual Report.

In my opinion:

- the Annual Report fairly reflects the operations, progress, and the organisational health and capability of the Commission
- the financial statements fairly reflect the financial position of the Commission as at 30 June 2026 and its operations for the year ended on that date
- the forecast financial statements fairly reflect the forecast financial position of the Commission as at 30 June 2027 and its operations for the year ending on that date.



Sir Brian Roche KNZM

Public Service Commissioner | Head of Service
Te Tumu Whakarae mō Te Kawa Mataaho

30 September 2026

Independent Auditor's Report

To the readers of the Public Service Commission's annual report for the year ended 30 June 2026

The Auditor-General is the auditor of the Public Service Commission (the 'Commission'). The Auditor-General has appointed me, Anthony Heffernan, using the staff and resources of The Audit Office, to carry out the audit of the information required to be audited on his behalf.

Opinion

We have audited:

- The financial statements of the Commission that comprise the statement of financial position, statement of commitments, and statement of contingent liabilities and contingent assets as at 30 June 2026, the statement of comprehensive revenue and expenses, statement of changes in equity, and statement of cash flows for the year ended on that date, and the notes to the financial statements that include accounting policies and other explanatory information on pages 97 to 128.
- The end-of-year performance information for appropriations of the Commission for the year ended 30 June 2026 on pages 29 to 74.
- The statements of expenses and capital expenditure of the Commission for the year ended 30 June 2026 on pages 94 to 96.
- The schedules of non-departmental activities managed by the Commission on behalf of the Crown, that comprises the schedules of assets, liabilities, commitments, contingent assets, and contingent liabilities as at 30 June 2026, the schedules of expenses and revenue and receipts for the year ended 30 June 2026, and the notes to the schedules that include accounting policies and other explanatory information on pages 129 to 134.

In our opinion:

- The financial statements of the Commission present fairly, in all material respects, its financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended, in accordance with Public Benefit Entity Standards.

- The end-of-year performance information for each appropriation for the year ended 30 June 2026 is appropriate and meaningful and prepared in accordance with the Commission's measurement bases or evaluation methods and Public Benefit Entity Standards, and presents fairly, in all material respects:
 - what has been achieved with the appropriation; and
 - the actual expenses or capital expenditure incurred in relation to the appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred.
- The statements of expenses and capital expenditure have been prepared, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.
- The schedules of non-departmental activities which are managed by the Commission on behalf of the Crown have been prepared, in all material respects, in accordance with the Treasury Instructions.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the information to be audited* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Public Service Commissioner for the information to be audited

The Public Service Commissioner is responsible on behalf of the Commission for preparing financial statements and end-of-year performance information for appropriations that are fairly presented and comply with Public Benefit Entity Standards and legislative requirements.

This includes:

- the selection of elements/aspects of service performance, performance measures and/or descriptions, and measurement bases or evaluation methods to enable the presentation of end of year performance information for an appropriation that is appropriate and meaningful; and
- the preparation of end-of-year performance information for an appropriation in accordance with the Commission's measurement bases or evaluation methods and Public Benefit Entity Standards and legislative requirements.

The Public Service Commissioner is responsible on behalf of the Commission for preparing Statements of expenses and capital expenditure, schedules of non-departmental activities managed by the Commission on behalf of the Crown in accordance with the Public Finance Act 1989 and Treasury Instructions.

The Public Service Commissioner is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Public Service Commissioner is responsible on behalf of the Commission for assessing the Commission's ability to continue as a going concern. The Public Service Commissioner is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Commission, or there is no realistic alternative but to do so.

The Public Service Commissioner's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audit, our procedures are limited to checking that the information agrees to the Estimates of Appropriations for the Government of New Zealand for the year ending 30 June 2026. For performance information for appropriations, we agree any changes from the performance measures and standards in the Estimates to the Supplementary Estimates. For the forecast financial information for the year ending 30 June 2027, our procedures are limited to checking to the best estimate financial forecast information based on the Budget Economic Fiscal Update for the year ending 30 June 2027.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Public Service Commissioner.
- In respect of the end-of-year performance information for appropriations, we:
 - obtain an understanding of the process applied by the Commission to select its elements/aspects of service performance, performance measures and/or descriptions and the measurement bases or evaluation methods and evaluate whether these present an appropriate and meaningful assessment of the Commission's service performance.
 - evaluate whether the end-of-year performance information for appropriations is prepared in accordance with the Commission's measurement bases or evaluation methods, in accordance with Public Benefit Entity Standards.
- We evaluate whether the statements of expenses and capital expenditure, schedules of non-departmental activities have been prepared in accordance with legislative requirements.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Public Service Commissioner and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the information we audited or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Commission to cease to continue as a going concern.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Public Service Commissioner regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Public Service Commissioner is responsible for the other information. The other information comprises all of the information included in the annual report other than the information we audited and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Commission in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board.

Other than in our capacity as auditor, we have no relationship with, or interests, in the Public Service Commission.



Anthony Heffernan
The Audit Office
On behalf of the Auditor-General
Wellington, New Zealand
30 September 2026

Appropriation statements | Ngā tauākī pāhao

Statement of Budgeted and Actual Departmental and Non-Departmental Expenses and Capital Expenditure Incurred Against Appropriation

For the year ended 30 June 2026

2025 Actual \$000		2026 Actual \$000	2026 Budget \$000	2026 Supps \$000	2027 Forecast \$000	Location of End-of- year performance information
Public Service Commission						
Departmental Capital Expenditure						
512	Public Service Commission – Capital Expenditure under Permanent Legislative Authority	530	367	797	100	The Commission's Annual Report
Non-departmental Output Expenses						
-	Support for Survivors of Abuse in Care	-	-	188	-	Exempt
Non-departmental Other Expenses						
200	Open Government Partnership	200	200	200	200	Exempt
21,151	Remuneration and Related Employment Costs of Chief Executives	20,427	20,780	22,385	21,585	
21,351	Total Non-departmental Other Expenses	20,627	20,980	22,585	21,785	
Departmental Output Expenses						
-	Government Digital Delivery Agency	13,862	-	16,805	50,070	The Commission's Annual Report
34,116	Leadership of Public Management System	34,461	32,269	41,883	32,140	
3,940	Public Service Fare	3,086	2,000	3,627	2,600	
5,922	Responding to the Abuse in Care Inquiry	14,095	18,500	20,599	24,761	
43,978	Total Departmental Output Expenses	65,504	52,769	82,914	109,571	
Multi-Category Expenses and Capital Expenditure						
Non-departmental Output Expenses						
428	Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit	590	550	2,192	-	The Commission's Annual Report
Non-departmental Other Expenses						
26,500	Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit	-	150	150	-	Exempt
26,928	Total Lake Alice Unit Torture-Redress Payments	590	700	2,342	-	
92,769	Total Annual and permanent appropriations for the Commission	87,251	74,816	108,826	131,456	

Reconciliation of Appropriations to Comprehensive Revenue and Expenses

2025		2026				
Total	Revenue and Expenditure	Government Digital Delivery Agency	Leadership of the Public Management System	Public Service Fale	Responding to the Abuse in Care Inquiry	Total
\$000		\$000	\$000	\$000	\$000	\$000
Departmental revenue						
37,523	Revenue Crown	7,011	35,126	-	20,490	62,627
11,472	Revenue Department and Other	10,113	6,912	3,086	109	20,220
48,995	Total Revenue per Statement of Comprehensive Revenue and Expense	17,124	42,038	3,086	20,599	82,847
(65)	Eliminations of inter-entity transactions		(176)			(176)
48,930	Total Departmental Revenue after Eliminations	17,124	41,862	3,086	20,599	82,671
Departmental expenditure						
43,913	Total Expenses per Statement of Comprehensive Revenue and Expense	13,748	34,399	3,086	14,095	65,328
65	Eliminations of inter-entity transactions	-	176	-	-	176
43,978	Total Departmental Expenses after Eliminations	13,748	34,575	3,086	14,095	65,504
48,364	Total Expenses per Schedule of Non-departmental Expenses	-	-	-	-	18,970
512	Departmental capital expenditure	-	-	-	-	530
(85)	GST on Crown Expenses	-	-	-	-	(153)
-	Reversal of provision	-	-	-	-	2,400
92,769	Total annual and permanent appropriations	-	-	-	-	87,251

Statement of Departmental and Non-departmental Expenses and Capital Expenditure Incurred without, or in excess of, Appropriation or Other Authority for the year ended 30 June 2026

The Commission has not incurred any departmental expenditure, non-departmental expenditure or capital expenditure without, or in excess of appropriation, or other authority in 2025/26.

In 2024/25, there were two instances of unappropriated expenditure. Please refer to the 2025 Annual Report for more information.

Statement of Departmental Capital Injections for the year ended 30 June 2026

2025	2026	2026
Actual capital injections	Actual capital injections	Appropriation
\$000	\$000	\$000
- Public Service Commission - Capital injection	9,960	9,960

Statement of Departmental Capital Injections without, or in excess of, authority for the year ended 30 June 2026

The Commission has not received any capital injections during the year without, or in excess of, authority for the year ended 30 June 2026 (2025: Nil).

Financial Statements for the Public Service Commission

Ngā Tauākī Pūtea a Te Kawa Mataaho

(for the year ended 30 June 2026)

The financial statements show the Commission's revenue and expenses for the year ending 30 June 2026, along with its assets, liabilities, commitments, and contingent liabilities as at that date. Read these statements alongside the notes, which explain key details.

Statement of Comprehensive Revenue and Expenses

for the year ended 30 June 2026

2025 Actual		Notes	2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000			\$000	\$000	\$000	\$000
Revenue						
37,523	Revenue Crown	2	62,627	46,086	62,627	83,270
11,472	Revenue other	2	20,044	6,683	20,287	29,225
48,995	Total revenue		82,671	52,769	82,914	112,495
Expenditure						
33,877	Personnel costs	3	44,318	33,882	44,335	62,580
202	Capital charge	4	180	202	171	171
606	Depreciation and amortisation expense	6	389	262	334	410
9,228	Other operating expenses	5	20,441	18,423	38,074	46,410
43,913	Total expenditure		65,328	52,769	82,914	109,571
5,082	Net surplus/(deficit)		17,343	-	-	2,924
-	Other comprehensive revenue		-	-	-	-
5,082	Total comprehensive revenue		17,343	-	-	2,924

Explanations of major variances against budget are detailed in Note 18. The accompanying notes form part of these financial statements.

Statement of Financial Position

as at 30 June 2026

2025 Actual		Notes	2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000			\$000	\$000	\$000	\$000
Assets						
<i>Current Assets</i>						
15,308	Cash and cash equivalents		13,707	11,177	14,394	16,912
3,028	Debtor Crown		21,698	3,028	3,028	3,028
1,154	Debtors and other receivables	7	16,507	3,442	1,154	1,154
119	Prepayments		386	65	119	119
19,609	Total current assets		52,298	17,712	18,695	21,213
<i>Non-current assets</i>						
436	Property, plant and equipment	6	738	1,011	1,097	610
883	Intangible assets	6	719	253	685	471
1,319	Total non-current assets		1,457	1,264	1,782	1,081
20,928	Total assets		53,755	18,976	20,477	22,294
Liabilities						
<i>Current Liabilities</i>						
1,512	Creditors and other payables	8	15,390	3,821	1,512	1,512
3,919	Revenue in advance	9	3,792	3,962	3,919	3,919
5,289	Return of operating surplus	15	12,226	-	-	-
380	Provisions	11	621	724	458	458
3,719	Employee entitlements	10	5,627	4,117	3,641	3,641
14,819	Total current liabilities		37,656	12,624	9,530	9,530
<i>Non-current liabilities</i>						
233	Employee entitlements	10	268	269	233	233
233	Total non-current liabilities		268	269	233	233
15,052	Total liabilities		37,924	12,893	9,763	9,763
5,876	Net assets		15,831	6,083	10,714	12,531
Equity						
4,702	Taxpayers' funds	14	19,500	5,841	10,472	12,289
932	Memorandum accounts	14	(3,911)	-	-	-
242	Artwork revaluation reserves	14	242	242	242	242
5,876	Total equity		15,831	6,083	10,714	12,531

Explanations of major variances against budget are detailed in Note 18. The accompanying notes form part of these financial statements.

Statement of Changes in Equity

for the year ended 30 June 2026

2025 Actual		2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000	Notes	\$000	\$000	\$000	\$000
7,524	Balance as at 1 July	5,876	6,083	5,876	10,714
	Comprehensive revenue				
5,082	Net surplus for the year	17,343	-	-	2,924
	Transactions with Crown				
-	Capital contribution	13 9,960	-	9,960	-
(1,441)	Capital withdrawal	(1,154)	-	(5,122)	(1,107)
(5,289)	Return of operating surplus to the Crown	15 (12,226)	-	-	-
-	Other movements between Government Departments	13 (3,968)	-	-	-
5,876	Balance as at 30 June	15,831	6,083	10,714	12,531

Explanations of major variances against budget are detailed in Note 18. The accompanying notes form part of these financial statements.

Statement of Cash Flows

for the year ended 30 June 2026

2025 Actual			2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000	Notes	\$000	\$000	\$000	\$000	\$000
Cash flows from operating activities						
37,523	Receipts from Crown	50,600	46,086	62,627	83,270	
13,769	Receipts from other revenue	4,574	6,683	20,287	29,225	
(9,953)	Payments to suppliers	(9,322)	(18,171)	(38,074)	(46,410)	
(34,156)	Payments to employees	(43,146)	(33,882)	(44,335)	(62,580)	
(202)	Payments for capital charge	(180)	(177)	(171)	(171)	
(863)	Goods and services tax (net)	1,689	-	-	-	
6,118	Net cash flows from operating activities	12	4,215	539	334	3,334
Cash flows from investing activities						
1	Sale of property, plant and equipment	-	-	-	-	
(150)	Purchase of property, plant and equipment	(431)	(367)	(797)	(100)	
(362)	Purchase of intangible assets	(96)	-	-	-	
(511)	Net cash flows from investing activities		(527)	(367)	(797)	(100)
Cash flows from financing activities						
(417)	Repayment of operating surplus	(5,289)	(2,600)	(5,289)	(14,008)	
(1,327)	Transfer of Social Wellbeing Agency bank balance to Social Investment Agency	-	-	-	-	
(1,441)	Capital (withdrawal)/injection	-	-	4,838	(1,107)	
(3,185)	Net cash flows from financing activities		(5,289)	(2,600)	(451)	(15,115)
2,422	Net (decrease)/increase in cash		(1,601)	(2,428)	(914)	(11,881)
12,886	Cash at the beginning of the year		15,308	13,605	15,308	28,793
15,308	Cash at the end of the year		13,707	11,177	14,394	16,912

Explanations of major variances against budget are detailed in Note 18. The accompanying notes form part of these financial statements.

Statement of Commitments

as at 30 June 2026

2025 Actual \$000	2026 Actual \$000
Non-cancellable operating lease commitments	
1,573 Not later than one year	1,630
6,293 Later than one year and not later than 5 years	6,521
15,733 5 or more years	14,674
23,599 Total non-cancellable operating lease commitments	22,825
23,599 Total Commitments	22,825

The lease commitment is based on the Co-location Agreement which provides the Commission with an allocation of office space and related services at 1 Bowen Street Wellington based primarily on headcount. For financial reporting purposes, the Co-Location agreement has been treated as an operating lease.

The monthly lease expense is reviewed annually based on PSC's expected headcount and an estimate of the landlords operating and building costs.

The Commission is committed to the ongoing participation in the Co-location Agreement for the initial lease term of 15 years. The Commission may request to exit the arrangement at any time during the lease term, if its continued participation is reasonably impracticable due to a material business change affecting its operations and/or funding.

The lease commitment as disclosed has been calculated using the current monthly lease expense based on the lease term of 15 years.

There were no capital commitments in 2025/26 or 2024/25.

Statement of Contingent Liabilities and Contingent Assets as at 30 June 2026

Unquantifiable Contingent Liabilities and Assets

Six separate contingent liabilities exist as a result of employment matters.

Three proceedings are underway relating to Abuse in Care. All seek declaratory, not financial, relief. Claimants may also be awarded legal costs.

(2025: Three unquantifiable contingent liabilities were reported.)

Quantifiable Contingent Liabilities and Assets

There are no quantifiable contingent liabilities or assets as at 30 June 2026 (2025: There were no quantifiable contingent liabilities or assets).

The accompanying notes form part of these financial statements.

Notes to the Departmental Financial Statements and Non-departmental Schedules (for the year ended 30 June 2026)

1. Statement of Accounting policies

Reporting entity

Public Service Commission Te Kawa Mataaho (the Commission) is a New Zealand government department as defined by section 5 of the Public Service Act 2020 and is domiciled and operates in New Zealand. The relevant legislation governing the Commission's operations includes the Public Finance Act 1989, and the Public Service Act 2020.

In addition, the Commission has reported separately in the Non-departmental Schedules, financial information on public funds managed by the Commission on behalf of the Crown (see pages 129-134).

The primary objective of the Commission is to provide services to the public rather than making a financial return. Accordingly, the Commission is designated as a Public Benefit Entity (PBE) for financial reporting purposes and is required to comply with generally accepted accounting practice (GAAP).

The Financial Statements of the Commission are for the year ended 30 June 2026. The Forecast Financial Statements are for the year ending 30 June 2027. The Public Service Commissioner approved these financial statements for issue on 30 September 2026.

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of the Commission have been prepared in accordance with the requirements of the Public Finance Act 1989, which includes the requirement to comply with New Zealand GAAP, Treasury Instructions, and Treasury Circulars. The financial statements have been prepared in accordance with and comply with Tier 1 PBE Accounting Standards as applied by public sector entities.

Measurement base

The financial statements have been prepared on a historical cost basis with the exception of Artwork, which is revalued every five years.

The financial statements have been prepared on an accrual basis unless otherwise specified (for example, the Statement of Cash Flows). On an accrual basis, revenues are recognised when rights to assets are earned rather than when cash is received, and expenses are recognised when obligations are incurred rather than when they are settled.

Presentation currency and rounding

We present the financial statements in New Zealand dollars and round all values to the nearest thousand dollars (\$000). Related party transactions are rounded to the nearest dollar (see note 16).

Comparatives

All comparative amounts are consistent with those included in the previous year's financial statements.

New or amended standards adopted

No new accounting standards were adopted during the year that had a material impact on the financial statements.

Other changes in accounting policies

The Cost Allocation policy was updated in 2025/26 (refer below). There have been no other changes in accounting policies since the last audited non-departmental statements and schedules.

Standards issued and not yet effective and not early adopted

No new accounting standards have been issued that are not yet effective or early adopted, and none are expected to materially impact on the financial statements when adopted.

Summary of significant accounting policies

We include significant accounting policies in the notes they relate to. Policies that don't relate to a specific note are outlined below.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term, highly liquid investments with original maturities of three months or less.

Income tax

The Commission is a public authority and consequently is exempt from income tax. Accordingly, no provision has been made for income tax.

Goods and services tax (GST)

Items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, the Inland Revenue (IR) is included as part of receivables or payables in the statement of financial position.

The net GST paid to or received from the IR, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

Foreign currency transactions

Transactions in foreign currencies are initially translated at the foreign exchange rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies at balance date are translated to New Zealand dollars at the foreign exchange rate at balance date. Foreign exchange gains or losses arising from translation of monetary assets and liabilities are recognised in the surplus or deficit for the year as reported in the statement of comprehensive revenue and expense.

Budget and forecast figures

Basis of the budget and forecast figures

The 2026 Budget figures are for the year ended 30 June 2026 and were published in the 2024/25 Annual Report. They are consistent with the Commission's best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ending 2025/26.

The 2027 forecast figures are for the year ending 30 June 2027 and are consistent with the best estimate financial forecast information submitted to the Treasury for the BEFU for the year ending 2026/27.

The forecast financial statements have been prepared as required by the Public Finance Act to communicate forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The forecast figures for 30 June 2027 have been prepared in accordance with, and comply with, PBE FRS 42: *Prospective Financial Statements*.

The forecast financial statements for 2027 were approved for issue by the Chief Executive on 29 April 2026. The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the underlying assumptions and all other required disclosures.

The Commission regularly updates its forecasts. The updated forecast for the 2027 Supplementary Estimates for the year ending 2027 will be included in the 2027 Annual Report.

Significant assumptions

The forecast figures contained in these financial statements reflect the Commission's purpose, strategic objectives, and expected activities. They are based on a number of assumptions about what might occur during the 2026/27 year. The forecast figures have been compiled on the basis of existing government policies and ministerial expectations at the time the Main Estimates were finalised.

The main assumptions, adopted as at 29 April 2026, were as follows:

- The Commission's activities and output expectations will remain substantially the same as the previous year, with a continued focus on the Government's priorities, adjusted for the inclusion of the Government Digital Delivery Agency for a full financial year.
- Personnel costs are based on current wages and salary levels, adjusted for anticipated remuneration changes.
- Operating costs are based on historical experience and other factors considered reasonable in the circumstances and represent the Commission's best estimate of future costs to be incurred.

The actual financial results achieved for the year ending 30 June 2027 are likely to vary from the forecast information presented, and the variations may be material. Since the approval of the forecasts, there have been no significant changes or events that would have a material effect on the forecasts.

Cost allocation policy

The Commission's cost allocation policy was updated in 2025/26 to better reflect the Crown Response Office as part of the Commission. The policy allocates the cost of outputs and categories using the following system:

- Direct costs are expenses from activities that produce outputs. We charge these directly to the related appropriations.
- Indirect costs are expenses that can't be linked to a specific output. We allocate these costs to each appropriation based on full-time equivalent personnel.

We apply this cost allocation approach to expenses reported in the Appropriation Statements on page 94.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances

For departmental liabilities, the most significant estimates relate to the measurement of the Holidays Act provision, long service leave, and retiring leave.

The amounts calculated are based on available information and will be reviewed at each future balance date.

Capital management

The Commission's capital is its equity, which comprises taxpayers' funds, memorandum accounts, and revaluation reserves. Equity is represented by net assets.

We manage our revenues, expenses, assets, liabilities, and financial activities prudently.

Equity is managed as a by-product of this financial management and in line with government budget processes, Treasury Instructions, and the Public Finance Act 1989.

Our objective is to manage equity in a way that supports the Commission's goals and ensures we remain a going concern.

2. Revenue

Accounting policy

Revenue Crown

Revenue from the Crown is measured based on the Commission's funding entitlement for the reporting period. The funding entitlement is established by Parliament when it passes the Appropriation Acts for the financial year.

The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and other unconditional funding adjustments formally approved prior to balance date. There are no conditions attached to the funding from the Crown. However, the Commission can incur expenses only within the scope and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding entitlement.

Other revenue

e-Government development and operations

This revenue relates to providing agencies with access to a range of reliable, secure, and fit-for-purpose digital products and services. Revenue from the supply of digital products is recognised when the significant risks and rewards of ownership have been transferred to the buyer, unless an alternative method better represents the stage of completion of the transaction. Revenue from the supply of services is recognised in the financial period when earned based on cost of service delivery.

Public Service Fale revenue

Revenue received from the Ministry of Foreign Affairs and Trade to fund the operations of the Public Service Fale is recognised as revenue when the obligation to pay the expenses are incurred.

LDC Levies and LDC courses

The Leadership Development Centre (LDC) receives revenue from levies and course fees. Revenue from levies is recognised on a straight-line basis over the year. Revenue from courses is recognised as revenue on a straight-line basis over the life of each course.

Papa Pounamu levies

Revenue from Papa Pounamu levies is recognised as revenue on a straight-line basis over the year. This revenue has been referred to as Employee-led Network levies in previous years.

Performance Improvement Review Programme

Revenue from performance reviews is recognised based on percentage completed at the balance date.

Breakdown of other revenue and further information

2025	2026
Actual	Actual
\$000	\$000
- e-Government development and operations	9,457
3,940 Public Service Fale revenue	3,086
2,478 LDC levies	2,509
1,282 LDC courses and other revenue	1,556
- Ministry for Cities, Environment, Regions and Transport establishment recovery	722
642 Secondments	642
642 Papa Pounamu levies (previously called Employee-led Networks)	591
- Cyber Strategy Fund Grant	395
13 Performance Improvement Review programme	281
- New Zealand Gazette	261
- Chief executive recruitment	205
150 Sponsorship of Spirit of Service Awards	125
523 Investigations	59
786 Ministry for Regulation (establishment and shared services)	-
685 Health Assurance Review	-
300 Contribution to Equal Pay Taskforce	-
31 Other revenue (including recoveries)	155
11,472 Total other revenue	20,044

3. Personnel costs

Accounting policy

Salaries and wages

Salaries and wages are recognised as an expense as employees provide services.

Defined contribution schemes

Employee contributions to defined contribution plans such as the State Sector Retirement Savings Scheme, KiwiSaver, and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

The Commission may make contributions to other defined contribution plans which employees may be members of, including defined benefit plans that are accounted for as a defined contribution plan.

Defined benefit scheme

The Commission makes contributions to the Defined Benefit Plan (DBP) Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme the extent to which the surplus or deficit in the plan will affect future contributions by individual employers, as there is no prescribed basis for allocation.

The scheme is therefore accounted for as a defined contribution scheme.

Breakdown of Personnel costs

2025	2026
Actual	Actual
\$000	\$000
32,576 Salaries and wages	40,077
287 Staff training and development	301
913 Superannuation contributions to defined contribution plans	1,283
(239) Increase/(decrease) in employee entitlements	1,304
- Redundancies	685
340 Other	668
33,877 Total personnel costs	44,318

4. Capital charge

Accounting policy

The capital charge is recognised as an expense in the financial year to which the charge relates.

Other information

The Commission pays a capital charge to the Crown based on its equity as at 30 June and 31 December each year. The capital charge rate for the year ended 30 June 2026 was 5% (2025: 5%).

5. Other operating expenses

Accounting policy

Operating leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset.

Lease payments for an operating lease that is adjusted annually for inflation are recognised as an expense over the lease term as they are incurred.

The Commission's co-location agreement provides a full-service office provision. This includes both Rental costs and other occupancy costs. For the table below, they are both separated out.

Other expenses

Other expenses are recognised as goods and services are received.

Breakdown of other operating expenses

2025	2026
Actual	Actual
\$000	\$000
2,294 Consultancy and contractors	6,087
2,275 IT and communication costs	4,711
- DIA Corporate Overheads (GDDA)	2,157
1,564 Rental and operating lease costs	2,067
- Agency support for the Crown Response to Abuse in Care	858
839 Travel	786
296 Legal fees	625
385 Costs paid to the Treasury for CASS	368
184 Fees to The Audit Office for audit of financial statements - the Commission	199
257 Research and surveys	67
92 Other occupancy costs	44
1,042 Other operating costs	2,472
9,228 Total operating expenses	20,441

6. Property, Plant and Equipment

Accounting policy

Property, plant and equipment is measured at cost, less accumulated depreciation and impairment losses, except for Artwork which is revalued to fair values every five years by a registered artwork valuer, subject to regular assessment of market movements to ensure they do not differ materially from fair value. The latest revaluation was performed as at 30 June 2023 by Dunbar Sloane.

Property, plant, and equipment assets are capitalised on the basis of the costs incurred to acquire and bring to use the specific asset. Direct costs include costs by consultants or staff.

Property, plant and equipment and intangible assets with finite lives are subsequently recorded at cost, less depreciation/amortisation and any impairment losses. The carrying value of property, plant and equipment and intangible assets are amortised on a straight-line basis at rates that will write off the cost of the assets to their estimated residual values over their useful lives.

Depreciation

Depreciation begins when an asset is available for use and ceases at the date that an asset is de-recognised. The depreciation/amortisation charge for each period is recognised in surplus or deficit for the period.

The useful lives of all classes of assets have been estimated as follows:

Asset Type	Useful Life	Depreciation Rate	Method
Computer Equipment	3 – 5 years	20% – 33.33%	Straight line
Office equipment	4 – 5 years	20% – 25%	Straight line
Leasehold improvements	Until lease expires	As calculated by lease expiry date	Straight line
Furniture and fittings	3 – 5 years	20% – 33.33%	Straight line

Property, Plant and Equipment

	Computer Equipment	Office Equipment	Leasehold Improvements	Works of Art	Furniture and Fittings	Total
	\$000	\$000	\$000	\$000	\$000	\$000
Cost						
Balance at 1 July 2024	1,234	114	995	272	1,027	3,642
Additions	150	-	-	-	-	150
Disposals/transfers	(683)	(46)	(995)	-	(1,027)	(2,751)
Balance at 1 July 2025	701	68	-	272	-	1,041
Additions	435	-	-	-	-	435
Disposals/transfers	(1)	-	-	-	-	(1)
Other Movements	(3)	-	-	-	-	(3)
Balance at 30 June 2026	1,132	68	-	272	-	1,472
Accumulated depreciation and impairment losses						
Balance at 1 July 2024	1,046	114	973	-	892	3,025
Depreciation expense	174	-	22	-	135	331
Elimination on disposal	(683)	(46)	(995)	-	(1,027)	(2,751)
Balance at 1 July 2025	537	68	-	-	-	605
Depreciation expense	129	-	-	-	-	129
Balance at 30 June 2026	666	68	-	-	-	734
Carrying amounts						
At 1 July 2024	188	-	22	272	135	617
At 1 July 2025	164	-	-	272	-	436
At 30 June 2026	466	-	-	272	-	738

Intangible assets

Software is capitalised on the basis of the costs incurred to acquire and bring to use the specific asset. Direct costs include software acquisition and customisation costs by consultants or staff. Security testing of software is capitalised where it is necessary to bring the asset to its usable state. Security testing after this point is an operating expense. Intangible assets with finite lives are subsequently recorded at cost, less any amortisation and impairment losses. The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life.

Amortisation

Amortisation begins when an asset is available for use and ceases at the date that an asset is de-recognised. The amortisation charge for each period is recognised in surplus or deficit for the period

The useful life and associated amortisation rate of computer software is as follows:

Asset Type	Useful Life	Amortisation Rate	Method
Computer software – acquired	3 – 5 years	20% – 33.33%	Straight line
Computer software – internally generated	3 – 5 years	20% – 33.33%	Straight line

Intangible assets

	Intangible Assets \$000	Work in Progress \$000	Total \$000
Cost			
Balance at 1 July 2024	1,238	125	1,363
Additions	-	362	362
Disposals/transfers	355	(487)	(132)
Balance at 1 July 2025	1,593	-	1,593
Additions	-	95	95
Transferred from DIA (note 13)	5,992	-	5,992
Balance at 30 June 2026	7,585	95	7,680
Accumulated Amortisation and impairment losses			
Balance at 1 July 2024	567	-	567
Amortisation expense	275	-	275
Elimination on disposal	(132)	-	(132)
Balance at 1 July 2025	710	-	710
Amortisation expense	260	-	260
Transferred from DIA (note 13)	5,992	-	5,992
Balance at 30 June 2026	6,962	-	6,962
Carrying amounts			
At 1 July 2024	671	125	796
At 1 July 2025	883	-	883
At 30 June 2026	623	95	718

7. Debtors and other receivables

Accounting Policy

Short-term receivables are recorded at the amount due, less an allowance for credit losses. The Commission applies the simplified expected credit loss model of recognising lifetime expected credit losses for receivables.

In measuring expected credit losses, short-term receivables have been assessed on a collective basis as they possess shared credit risk characteristics. They have been grouped based on the days past due.

Short-term receivables are written off when there is no reasonable expectations of recovery. Indicators that there is no reasonable expectations of recovery include the debtor being in liquidation or the receivable being more than one year overdue.

Breakdown of receivables and further information

2025		2026
Actual		Actual
\$000		\$000
1,179	Trade receivables	3,233
-	GDDA revenue receivable from DIA	13,274
(25)	Less: allowance for credit losses	-
1,154	Net Receivables	16,507
Ageing of Receivables		
-	Current	7,296
477	Past due 31 - 60 days	8,895
380	Past due 31 - 60 days	84
297	Past due over 91 days not impaired	232
1,154	Total	16,507

The Commission has not recognised a provision for credit losses in 2025/26 (2024/25: \$25,000 provision recognised).

8. Creditors and other payables

Accounting Policy

Creditors and other payables are recorded at their face value.

2025		2026
Actual		Actual
\$000		\$000
Payables exchange transactions		
199	Trade creditors	791
983	Accrued expenses	2,716
-	GDDA expenses payable to DIA	8,820
1,182	Total payables exchange transactions	12,327
Payables non-exchange transactions		
330	Taxes payable	3,063
330	Total payables non-exchange transactions	3,063
1,512	Total creditors and other payables	15,390

9. Revenue in Advance

Accounting Policy

Revenue in advance is recognised where amounts billed are in excess of the amounts recognised as revenue.

2025		2026
Actual		Actual
\$000		\$000
3,263	LDC Levies and Courses	3,047
254	Public Service Fale revenue	541
198	Department of Internal Affairs - Innovation Fund	32
165	Health Assurance Review	-
39	Other revenue	172
3,919	Total Revenue in Advance	3,792

10. Employee Entitlements

Accounting Policy

Short-term employee entitlements

Employee entitlements that are expected to be settled wholly before 12 months after the end of the reporting period that the employees provide the related service in are measured based on accrued entitlements at current rates of pay.

These include salaries and wages and related employee expenses accrued up to balance date, annual leave earned to but not yet taken at balance date, and sick leave.

A liability and an expense are recognised for one-off payments where there is a contractual obligation or where there is a past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

Long-term employee entitlements

Employee entitlements that are not expected to be settled wholly before 12 months after the end of the reporting period that the employees provide the related service in, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to employees, based on years of service, years to entitlement, the likelihood that employees will reach the point of entitlement, and contractual entitlements information; and
- the present value of the estimated future cash flows.

Breakdown of employee entitlements

2025		2026
Actual		Actual
\$000		\$000
Current liabilities		
1,566	Accrued salaries and related expenses	2,205
1,987	Annual leave	3,232
53	Sick leave	62
113	Retirement and long service leave	128
3,719	Total current portion	5,627
Non-current liabilities		
233	Long service leave	268
233	Total current portion	268
3,952	Total employee entitlement	5,895

Presentation of employee entitlements

Sick leave, annual leave, vested long service leave, and non-vested long service leave and retirement leave expected to be settled within 12 months of balance date are classified as a current liability. All other employee entitlements are classified as a non-current liability.

Retirement and Long Service Leave

The present value of the retirement and long service leave obligations depends on a number of factors that are determined on an actuarial basis using some assumptions. Two key assumptions used in calculating this liability include the discount rate (year 1: 3.14%; year 2: 3.47%; year 3+: 5.58%) and the salary-inflation factor (year 1: 2.60%; year 2+: 2.89%).

Any changes in these assumptions will impact on the carrying amount of the liability. In determining the appropriate discount rate, the Commission adopts the central table of risk-free discount rates and Consumer Price Index (CPI) assumptions provided by the Treasury.

11. Provisions

Accounting Policy

A provision is recognised for future expenditure of an uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for net deficits from future operating activities.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pretax discount rate based on market yields on government bonds at balance date with terms to maturity that match, as closely as possible, the estimated timing of the future cash outflows.

Restructuring provision

The restructuring provision represents estimated employee termination benefits relating to three fixed-term positions affected by organisational change. The provision has been measured based on obligations existing at 30 June 2026. Where employee exits had been confirmed and the associated amounts became payable after balance date, those amounts have been recognised as accrued expenditure rather than as a restructuring provision.

LDC fellowships

A provision for LDC fellowships is recognised upon receipt of revenue from agencies contributing funding towards the LDC fellowship. The provision recognises the balance of funding received for the purposes of awarding LDC fellowships. This includes funding for successful fellowship recipients who have not yet drawn down their funding.

Ria McBride award

A provision for the Ria McBride award is recognised upon announcing the successful recipient of the reward. There is one award given every year. Each awardee then has 5 years to utilise the funding for study purposes. The provision recognises the balance of awarded funding which has not yet been drawn down and has not yet expired.

Holidays Act Remediation

A provision for the Holidays Act is recognised when there is sufficient evidence of errors in the payroll system resulting from the Holidays Act which will require remediation payments.

Breakdown of provisions and further information:

2025 Actual \$000	2026 Actual \$000
Current portion	
104 LDC Fellowships	104
79 Ria McBride Award	90
- Restructuring Provision	230
197 Holiday Act Remediation Provision	197
380 Total current portion	621
Non-current portion	
- Total non-current portion	-
380 Total Provisions	621

	Lease Make Good \$000	LDC Fellowships \$000	Ria McBride Award \$000	Restructuring Provision \$000	Holidays Act Remediation Provision \$000	Total \$000
Opening balance at 1 July 2024	228	144	76	276	-	724
Additional provisions made	-	-	15	-	197	212
Amounts used	(67)	(40)	(12)	(276)	-	(395)
Unused amounts reversed	(161)	-	-	-	-	(161)
Balance as at 30 June 2025	-	104	79	-	197	380
Opening balance at 1 July 2025	-	104	79	-	197	380
Additional provisions made	-	-	15	230	-	245
Amounts used	-	-	(4)	-	-	(4)
Unused amounts reversed	-	-	-	-	-	-
Closing balance at 30 June 2026	-	104	90	230	197	621

12. Reconciliation of Net Surplus to Net Cash Flows from Operating Activities

2025	2026
Actual	Actual
\$000	\$000
5,082 Net Surplus (Deficit)	17,343
Add/(Less) Non-Cash Items	
606 Depreciation and Amortisation	389
606 Total Non-Cash Items	389
Add/(Less) Working Capital Movement	
2,234 (Increase)/Decrease in Receivables and Prepayments	(34,290)
(820) Increase/(Decrease) in Creditors and Other Payables	11,018
(1,036) Increase/(Decrease) in Tax Payables	2,733
(344) Increase/(Decrease) in Provisions	241
(895) Increase/(Decrease) in Employee Entitlements	1,943
(861) Total Net Movement in Working Capital Items	(18,355)
(36) Add/(Less) Movements in Non-current Liabilities	4,838
Add/(Less) Items Classified As Investing Or Financing Activities	
1,327 Transfer of Social Wellbeing Agency bank balance to Social Investment Agency	-
- (Gain)/Losses on Disposal of Property, Plant and Equipment	-
6,118 Net Cash Flows from Operating Activities	4,215

13. Change in Organisational Form and Discontinued Operations

Change in Organisational Form – Government Digital Delivery Agency

On 10 December 2025, Cabinet agreed to establish the Government Digital Delivery Agency (GDDA) function within the Commission. This would see the transfer of the Government Chief Digital Officer (GCDO) function from the Department of Internal Affairs (DIA) to the Commission.

GDDA was established within the Commission on 1 April 2026. The existing employees and functions of GDDA were transferred to the Commission. Contracts held by DIA were also transferred, and existing shared services provided by DIA continued to be provided for the remainder of the 2025/26 period on behalf of the Commission.

Net liabilities relating to GCDO were transferred to the Commission at a net book value of \$1.3 million. Two memorandum accounts associated with GDDA were also transferred from DIA. The Systems Capabilities, Services and Platforms memorandum account was transferred with a deficit of \$10.2 million. The New Zealand Gazette memorandum account was transferred with a surplus balance of \$253,000. The balance of these capital accounts resulted in the Commission making a \$3.968 million transfer of capital to DIA.

The Commission received a \$9.96 million capital injection from the Crown to cover the net deficit resulting from transferring the memorandum accounts. This will be paid off with surpluses from the System Capabilities, Services and platforms memorandum account over the next 10 years.

Assets and liabilities transferred were derecognised in accordance with applicable Public Benefit Entity Accounting Standards. The transfer has been accounted for as a Machinery of Government change in accordance with the Department's accounting policies and the requirements of PBE IPSAS 40 PBE Combinations.

Following the transfer the Department continued to process expenditure and collect revenue on behalf of GDDA under an Administration and Use Agreement. In addition, the Department also continued to provide corporate services to GDDA, including finance, payroll, procurement and information technology. Expenditure incurred under the arrangement is recognised in accordance with Treasury guidance on Administration and Use of Appropriations.

Expenditure processed and recovered from PSC during the period 1 April to 30 June 2026 totalled \$5.698 million. Revenue collected on behalf of GDDA and transferred to PSC during the same period totalled \$10.113 million.

The Department also charged PSC an agreed monthly fee for the corporate services it provided which totalled \$2.157 million for the same period.

The tables below summarise the net assets and capital transferred from the Department of Internal Affairs (DIA) to the Commission following the transfer of the Government Digital Delivery Agency (GDDA) functions on 1 April 2026.

Net assets transferred from DIA to the Commission (GDDA)	2026 \$000
<i>Carrying value of net assets transferred</i>	
Intangible assets – costs	5,992
Intangible assets	(5,992)
Intangible assets carrying value	-
Net book value of property, plant, and equipment transferred	181
Employee entitlement liabilities	(1,481)
Net assets/(liabilities) transferred from DIA to the Commission	(1,299)

The net assets were transferred at their carrying values through cash contributions between the Commission and DIA.

Capital transferred between DIA and the Commission	2026 \$000
<i>Equity – Memorandum accounts</i>	
System capabilities, services and platforms	(10,213)
New Zealand gazette	253
Total of memorandum accounts	(9,960)
Other capital transferred from the DIA to the Commission	5,992
Net capital transferred from the Commission to DIA	(3,968)

Change in Organisational Form– Crown Response Office

The Crown Response Office (CRO) is a functional agency hosted within the Commission, established following a Cabinet decision on 2 September 2024 to transfer the Crown response functions from Oranga Tamariki to a newly established CRO. The CRO is responsible for coordinating, monitoring, and reporting on the Government's response to the Royal Commission of Inquiry into Abuse in Care.

The CRO is led by a Functional Chief Executive, who reports to 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.

The CRO was previously funded through Vote Oranga Tamariki for the 2024/25 financial year. In 2025 all unused funding was transferred to Vote Public Service, into the newly established Responding to the Inquiry into Abuse in Care appropriation . The CRO had no assets and an annual leave liability of \$271,661 at the time of the transfer.

Discontinued operations– Social Wellbeing Agency

On 29 April 2024, Cabinet agreed to disestablish the Social Wellbeing Agency (SWA) and establish a new Public Service department named the Social Investment Agency (SIA). SWA's last day of operations was 30 June 2024 and SIA was established on 1 July 2024. The existing employees and functions of SWA were transferred to SIA. Contracts held by SWA were also transferred, and existing shared services arrangements continued.

The opening 2024/25 balances of the Commission include the assets and liabilities of SWA. These net assets had a value of \$61,000, which was the surplus made by SWA. These assets and liabilities were effectively transferred to SIA on 1 July with the \$61,000 returned to the Commission for the repayment of surplus.

In June 2025, a \$441,000 transfer of capital was made from the Commission to SIA. This was to give SIA the funding required to replace assets previously utilised as SWA which had been held by the Commission.

No income or expenditure was recognised by the Commission for SIA activities for the year ended 30 June 2025 , as the agency commence operations from 1 July 2024.

14. Equity

Accounting Policy

Equity is disaggregated and classified as taxpayers' funds, memorandum accounts, and artwork revaluation reserves.

Memorandum accounts

Memorandum accounts reflect the cumulative surplus or deficit on those departmental services provided that are intended to be fully cost recovered from third parties through fees, levies, or charges. The balance of each memorandum account is expected to trend toward zero over time.

Artwork revaluation reserves

These reserves relate to the revaluation of artwork to fair value.

Breakdown of equity and further information

2025	2026
Actual	Actual
\$000	\$000
Taxpayers' funds	
5,742 Balance as at 1 July	4,702
5,082 Surplus	17,343
- Capital injections	9,960
(1,441) Capital withdrawal	(1,154)
207 Transfer of memorandum account net (surplus)/deficit for the year	(5,117)
401 Other capital movements (note 13)	5,992
(5,289) Return of operating surplus to the Crown	(12,226)
4,702 Balance as at 30 June	19,500
Artwork revaluation reserves	
242 Balance as at 1 July	242
- Revaluation gains/loss for year	-
242 Balance as at 30 June	242
Memorandum accounts	
1,540 Balance as at 1 July	932
(207) Net memorandum account surpluses/(deficits) for the year	5,117
(401) Transfers from DIA (note 13)	(9,960)
932 Balance as at 30 June	(3,911)
5,876 Total equity	15,831

Breakdown of memorandum accounts and further information

These memorandum accounts reflect cumulative surplus/(Deficit) on those departmental services that are intended to be cost-recovered from third parties through fees, levies, or other forms of revenue. The balance of each memorandum account is expected to trend toward zero over time. Interim deficits are met either from the Commission's cash reserves or through approved capital injections from the Crown, which are repaid via cash payments during the memorandum account cycle.

Leadership Development Centre

The Leadership Development Centre memorandum account was established in March 2021. Its purpose is to recover the cost of providing leadership development products for the Public Service through membership levies, course fees, and revenue generated from other development products.

2025		2026
Actual		Actual
\$000		\$000
Leadership Development Centre memorandum account		
1,139	Balance as at 1 July	932
3,760	Revenue	4,227
(3,967)	Expenses	(4,208)
(207)	Surplus/deficit for the year	19
-	Other transfers from Taxpayers' Funds in the year	1,154
932	Balance as at 30 June	2,105

Employee-led Networks

The Employee-led Networks memorandum account was discontinued in 2024/25 following the disestablishment of the Employee-led Networks team within the Commission. The memorandum account balance was transferred to Retained Earnings.

2025		2026
Actual		Actual
\$000		\$000
Employee Led Networks memorandum account		
401	Balance as at 1 July	-
-	Revenue	-
-	Expenses	-
-	Surplus/deficit for the year	-
(401)	Closure of memorandum account (transfer to retained earnings)	-
-	Balance as at 30 June	-

New Zealand Gazette

The New Zealand Gazette memorandum account was established in June 2002 in the Department of Internal Affairs and transferred to the Commission on 1 April 2026. Its purpose is to recover the cost of publishing and distributing the New Zealand Gazette through third party fees.

2025	2026
Actual	Actual
\$000	\$000
New Zealand Gazette	
- Balance as at 1 July	-
- Revenue	261
- Expenses	(203)
- Surplus/deficit for the year	58
- Transferred from DIA (note 13)	253
- Balance as at 30 June	311

System Capabilities, Services and Platforms

The System Capabilities, Services and Platforms memorandum account was established in 2013 in the Department of Internal Affairs and transferred to the Commission on 1 April 2026. Its purpose is to record both the amount of revenue received from agencies for Government ICT Common Capability (GCC) products, and the amount of expenses incurred in supporting the development, delivery, operation, and renewal of these GCC products.

2025	2026
Actual	Actual
\$000	\$000
Systems Capabilities, Services and Platforms	
- Balance as at 1 July	-
- Revenue	9,457
- Expenses	(5,571)
- Surplus/deficit for the year	3,886
- Transferred from DIA (note 13)	(10,213)
- Balance as at 30 June	(6,327)

15. Return of operating surplus

The Commission's obligation to return a portion of its operating surplus in accordance with the Public Finance Act 1989 is recognised at face value as it is required to be paid by 31 October of each year, per Treasury Instructions.

2025			2026
Actual		Notes	Actual
\$000			\$000
5,082	Net (deficit)/surplus		17,343
	<i>Add back:</i>		
207	Net operating deficit/(surplus) in memorandum accounts	14	(5,117)
5,289	Return of operating surplus to the Crown		12,226

16. Related party transactions

All related party transactions have been entered into on an arms' length basis. Further, transactions with other government agencies (for example, government departments and Crown entities) are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

The Commission is a wholly-owned entity of the Crown. The Government significantly influences the activities of the Commission as well as being its major source of revenue.

In conducting its activities, the Commission is required to pay various taxes and levies (such as GST, FBT, PAYE and ACC levies) to the Crown and entities related to the Crown. The payment of these taxes and levies, is based on the standard terms and conditions that apply to all tax and levy payers

Key management personnel

The Commission Actual 2025		The Commission Actual 2026
Leadership Team, including the Public Service Commissioner		
3,412,160	Remuneration	3,071,282
-	- Termination benefits	-
7.25	Full-time equivalent staff	6.53

The above key management personnel compensation excludes the remuneration and other benefits the Minister for the Public Service and Digitising Government receives. The Minister's remuneration and other benefits are not received only for their role as a member of key management personnel of the Commission. The Minister's remuneration and other benefits are set by the Remuneration Authority under the Members of Parliament (Remuneration and Services) Act 2013 and are paid under Permanent Legislative Authority and not paid by the Commission.

The key management personnel compensation includes all members of the Commission who sit on the leadership team. This does not include any members of the Government Digital Delivery Agency or the Crown Response Office, including the Functional Chief Executive, who do not sit on the Leadership Team.

There were no other related party transactions involving key management personnel or their close family members during the year. No provision has been required, nor any expense recognised, for impairment of receivables from related parties (2025: Nil).

17. Events after balance date

No significant events occurred after balance date that would affect the reader's understanding of the Commission's financial position or performance as at 30 June 2026 (2025: None).

18. Explanation of major variances against budget

The following major budget variations occurred between the 2025/26 actual results and the 2025/26 original (Mains) budget.

Statement of Comprehensive Revenue and Expenses

Revenue Crown was \$16.541 million higher than originally budgeted. The primary reasons for this were the new funding received to establish the Ministry for Cities, Environment, Regions, and Transport (\$7.500 million) and the transfer of the Government Digital Delivery Agency (GDDA) from the Department of Internal Affairs to the Commission on 1 April 2026 (\$7.011 million).

Revenue other was \$13.361 million higher than originally budgeted largely due to the transfer of GDDA, which includes the System Capabilities, Services and Platforms memorandum account (\$9.794 million).

Expenditure

Personnel costs were \$10.436 million higher than budgeted and other operating expenses were \$2.018 million higher than budgeted. This is largely due to the GDDA transfer mentioned above, which spent \$13.748 million and was not in the original budget. This spend was offset by underspends in personnel from vacancies in the Commission.

Statement of Financial Position, Cashflow and Changes in Equity

Variances in debtors, creditors, and Taxpayers funds arise from the GDDA transfer.

The variance in Debtor Crown arises from the Commission actively seeking to manage its cash more deliberately and keep its bank balance to an acceptable level.

The remaining variances in the Statement of Position and Statement of Cashflow are largely due to timing differences between when the goods or services were delivered and when the cash changed hands.

Variances in the Statement of Changes in Equity result from the:

- transfer of capital from DIA to the Commission reflecting the gross value of GDDA assets (increase of \$5.992 million)
- collective surplus made within the Commission's memorandum accounts (increase of \$5.517 million)
- capital to operating swap recognising existing equity attributable to LDC as operating budget (decrease of \$1.154 million).

Note, the deficit from the transfer of capital from the Commission to DIA to transfer the GDDA memorandum accounts (decrease of \$9.960 million) is offset by the capital injection received from the Crown to cover this deficit (increase of \$9.960 million).

19. Financial Instruments

The carrying amounts of financial assets and liabilities in each of the PBE IFRS 9 financial instrument category are:

2025	2026
Actual \$000	Actual \$000
Financial assets measured at amortised cost	
15,308 Cash and cash equivalents	13,707
4,182 Receivables (excluding taxes receivable)	38,205
19,490 Total financial assets measured at amortised cost	51,912
Financial liabilities measured at amortised cost	
1,182 Payables (excluding income in advance and taxes payable)	12,327
1,182 Total financial liabilities measured at amortised cost	12,327

Financial instrument risks

The Commission's activities expose it to a variety of financial instrument risks, including credit risk, and liquidity risk. The Commission has policies to manage the risks associated with financial instruments and seeks to minimise exposure from financial instruments. These policies do not allow it to enter any transactions that are speculative in nature.

Currency Risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. Currency risk arises from future purchases and recognised liabilities that are denominated in a foreign currency.

The Commission may contract for services internationally but has limited exposure to currency risk because such transactions are concluded on a short-term basis.

Credit risk

Credit risk is the risk that a third party will default on its obligations to the Commission, causing the Commission to incur a loss. In the normal course of its business, credit risk arises from debtors and other receivables and deposits with banks.

The Commission's maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents and receivables.

Although cash and cash equivalents as at 30 June 2026 are subject to the expected credit loss requirements of PBE IPSAS 41 Financial Instruments, no loss allowance has been recognised because the estimated loss allowance for credit losses is trivial.

The Commission is permitted to deposit funds only with Westpac (Standard & Poor's credit rating of A+), a registered bank, and enter into foreign exchange forward contracts with the New Zealand Debt Management function within Treasury (Standard & Poor's credit rating of AA+).

Liquidity risk

Liquidity risk is the risk that the Commission will encounter difficulty raising liquid funds to meet its commitments as they fall due. As part of meeting its liquidity requirements, the Commission closely monitors its forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management function within Treasury. The Commission maintains a target level of available cash to meet liquidity requirements.

As at 30 June 2026, expected cash outflows from payables maturing within six months total \$12,327,000 (2025: \$1,182,000). These figures represent contractual undiscounted cashflows.

Non-departmental Statements and Schedules (for the year ended 30 June 2026)

The following non-departmental statements and schedules record the revenue, expenses, assets, liabilities, and commitments that the Commission manages on behalf of the Crown.

Schedule of Non-departmental Expenses

for the year ended 30 June 2026

2025 Actual \$000		2026 Actual \$000	2026 Budget Unaudited \$000	2026 Supps Unaudited \$000	2027 Forecast Unaudited \$000
21,151	Remuneration and related employment costs of chief executives	20,427	20,780	22,385	21,585
	<i>Consists of:</i>				
21,035	Remuneration and leave costs	20,304	20,780	22,385	21,585
116	Training and development	114	-	-	-
-	Relocation costs	9	-	-	-
200	Open Government Partnership	200	200	200	200
26,500	Redress payments to survivors of Lake Alice Child and Adolescent Unit	(2,400)	150	150	-
428	Payments to support survivors of Lake Alice Child and Adolescent Unit	590	550	2,380	-
85	GST Input expense	153	-	-	-
48,364	Total non-departmental expenses	18,970	21,680	25,115	21,785

Explanation of significant variance against budget are provided in Note 3.

Schedule of Non-departmental Revenue and Receipts

for the year ended 30 June 2026

The Schedule of Non-departmental Revenue and Receipts summarise Non-departmental revenues and receipts that the Commission administers on behalf of the Crown.

2025 Actual		2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000		\$000	\$000	\$000	\$000
19,306	Reimbursement of chief executives' remuneration	19,830	20,035	21,140	20,340
19,306	Total non-departmental revenue	19,830	20,035	21,140	20,340

Schedule of Non-departmental Assets

as at 30 June 2026

2025 Actual		2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000		\$000	\$000	\$000	\$000
24,630	Cash	14,978	15,319	24,630	22,230
-	- Debtors and other receivables	-	-	-	-
24,630	Total non-departmental assets	14,978	15,319	24,630	22,230

Explanation of significant variances against budget are provided in Note 3

The accompanying notes form part of these non-departmental statements and schedules.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2026.

Schedule of Non-departmental Liabilities

as at 30 June 2026

2025 Actual		2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000	Notes	\$000	\$000	\$000	\$000
10,226	Creditors and other payables	518	854	11,072	11,072
3,750	Provisions	2	-	3,750	1,350
Current liabilities – employee entitlements					
1,187	Salaries and wages	342	60	342	342
1,969	Annual leave	1,763	2,117	1,969	1,969
3,156	Total current liabilities – employee entitlements	2,105	2,177	2,311	2,311
Long-term liabilities					
883	Retirement leave	907	1,247	883	883
4,039	Total current and long-term provision for employee entitlements	3,012	3,424	3,194	3,194
18,015	Total non-departmental liabilities	3,530	4,278	18,016	15,616

Schedule of Non-departmental Commitments

as at 30 June 2026

There are no non-departmental commitments as at 30 June 2026 (2025: Nil).

Schedule of Non-departmental Contingent Liabilities and Contingent Assets

as at 30 June 2026

There are no non-departmental contingent liabilities and contingent assets as at 30 June 2026 (2025: Nil).

Explanation of significant variances against budget are provided in Note 3.

The accompanying accounting policies and notes form part of these Financial Statements.

For a full understanding of the Crown's financial position and the results of its operations for the year, refer to the consolidated Financial Statements of the Government for the year ended 30 June 2026.

Notes to the Non-Departmental Statements and Schedules (for the year ended 30 June 2026)

1. Statement of Accounting Policies

Reporting Entity

These non-departmental statements and schedules present financial information on public funds managed by the Commission on behalf of the Crown.

The non-departmental balances are consolidated into the Financial Statements of the Government for the year ended 30 June 2026. For a full understanding of the Crown's financial position, results of operations, and cash flows for the year, refer to the Financial Statements of the Government for the year ended 30 June 2026.

Basis of Preparation

The non-departmental statements and schedules have been prepared in accordance with the accounting policies of the consolidated Financial Statements of the Government, and in accordance with relevant Treasury Instructions, and Treasury Circulars.

Measurements and recognition rules applied in the preparation of these non-departmental statements and schedules are consistent with NZ GAAP, applying Tier 1 PBE Accounting Standards, as appropriate for public sector entities.

Presentation currency and rounding

The non-departmental statements and schedules are presented in New Zealand dollars (NZ dollars) and all values are shown in New Zealand dollars and rounded to the nearest thousand (\$000), unless stated otherwise

Summary of significant accounting policies

Significant accounting policies are included in the notes to the departmental financial statements and non-departmental schedules on page 102

Comparatives

All comparative amounts are consistent with those included in the previous year's non-departmental statements and schedules.

New or amended accounting standards

No new accounting standards adopted this year have materially impacted the preparation of the non-departmental statements and schedules

Other changes in accounting policies

There have been no other changes in accounting policies since the last audited non-departmental statements and schedules.

Standards issued and not yet effective and not early adopted

No new accounting standards have been issued that are not yet effective or early adopted, and none are expected to materially impact these non-departmental statements and schedules when adopted in 2025/26.

Budget and forecast figures

Basis of the budget and forecast figures

The 2026 Budget figures are for the year ended 30 June 2026 and were published in the 2024/25 Annual Report. They are consistent with the Commission's best estimate financial forecast information submitted to the Treasury for the Budget Economic and Fiscal Update (BEFU) for the year ending 2025/26.

The 2026 forecast figures are for the year ending 30 June 2026 and are consistent with the best estimate financial forecast information submitted to the Treasury for the BEFU for the year ending 2025/26.

The forecast financial statements have been prepared as required by the Public Finance Act to communicate forecast financial information for accountability purposes.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

The forecast figures for 30 June 2027 have been prepared in accordance with, and comply with, PBE FRS 42: Prospective Financial Statements.

The forecast financial statements for 2027 were approved for issue by the Chief Executive on 29 April 2026. The Chief Executive is responsible for the forecast financial statements, including the appropriateness of the underlying assumptions and all other required disclosures.

The Commission regularly updates its forecasts. The updated forecast for the 2027 Supplementary Estimates for the year ending 2027 will be included in the 2027 Annual Report.

2. Provisions

Accounting Policy

A provision is recognised for future expenditure of an uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation. Provisions are not recognised for net deficits from future operating activities.

Provisions are measured at the present value of the expenditure expected to be required to settle the obligation using a pretax discount rate based on market yields on government bonds at balance date with terms to maturity that match, as closely as possible, the estimated timing of the future cash outflows.

Lake Alice Redress Payments Provision

In December 2024, the Government announced the redress process for survivors of torture at the Lake Alice Child and Adolescent Unit.

The redress process consists of three components; a one-off payment which recognises an individual's experience of torture as a child, a new written apology which explicitly acknowledges torture, and facilitating access to support and rehabilitative services.

For the one-off payments eligible survivors were provided with two payment pathways:

- a) An individual payment process which was open to 30 April 2025, where the payment amount would be assessed by an independent arbitrator; and
- b) An expedited payment process open for registration to 30 September 2025, which provides an individual fixed payment of \$150,000.

As at the date of approving these financial statements, the window for applying for a redress payment under this process has closed and the provision has been reversed.

Breakdown of provisions and further information

2025 Actual	2026 Actual
\$000	\$000
- Opening balance	3,750
26,500 Provision recognised during the year	-
(22,750) Amounts used	(1,350)
- Unused amounts reversed	(2,400)
3,750 Closing balance	-

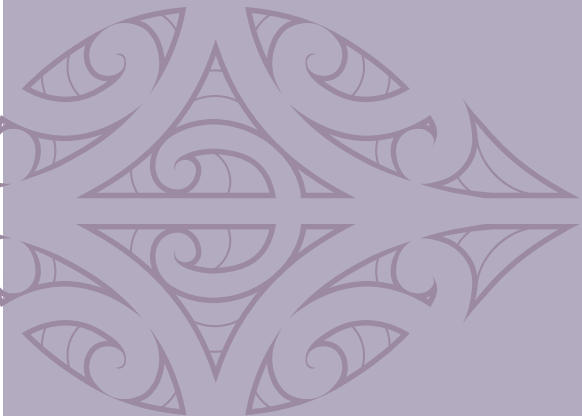
3. Explanation of major variances against budget

Schedule of revenue and schedule of expenses

Actual revenue is \$205,000 lower than budgeted and is considered immaterial. Actual expenditure is \$2.823 million lower than budgeted, largely due to the provision for Lake Alice redress payments which was reversed (\$2.400 million).

Schedule of assets and schedule of liabilities

Assets and liabilities are largely in line with the original budget, with the variances considered immaterial.





Listening, learning, changing
Mā Whakarongo me Ako ka huri te tai
Crown Response to the Abuse in Care Inquiry

Crown Response for the Abuse in Care Inquiry: Annual Report 2025/26

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Support Available

We acknowledge the courage of survivors, their whānau and supporters who have shared their experiences to inform this work. This report discusses sensitive subject matter, including references to abuse, systemic failings, and other difficult matters. Details of support services are provided below. These services are available to anyone who may need assistance.

Survivor Experiences Service

The Survivor Experiences Service is available for people who were abused in State, faith-based or other forms of care, and for the survivors' whānau. It aims to provide a confidential and supportive space for survivors and their families to share their experiences of abuse or for records support.

Survivors and whānau can contact the Survivor Experiences Service to organise a time and place to share their experiences, or for support requesting care records:

- call 0800 456 090
- text 8328
- email contact@survivorexperiences.govt.nz

To find out more about the Survivor Experiences Service, visit www.survivorexperiences.govt.nz

Telephone helplines, services and support

Below is a list of some of the telephone helplines or services that offer support, information and help. All services are free.

Alcohol and Drug Helpline

www.alcoholdrughelp.org.nz

0800 787 797 or online chat for people dealing with an alcohol or other drug problem; available from 10am to 10pm.

Anxiety phone line

www.anxiety.org.nz

0800 269 4389 (0800 ANXIETY); available 24/7.

Are You OK

www.areyouok.org.nz

0800 456 450 for specialist family violence support; available 24/7.

Depression Helpline

www.depression.org.nz

0800 111 757 or free text 4202 (to talk to a trained counsellor about how you are feeling or to ask any questions); available 24/7.

Kōnae

www.konae.org.nz

A website hosted by the Citizens Advice Bureau as a guide to help people who have been in care access records created by organisations involved in decisions about guardianship or care.

Lifeline

www.lifeline.org.nz

0800 543 354 (0800 LIFELINE) or free text 4357 (HELP)

To reduce distress and save lives by providing free and confidential support via our community helplines for anyone experiencing emotional distress.

Male Survivors of Sexual Abuse Aotearoa New Zealand

www.malesurvivor.nz

Support services for male survivors of sexual abuse. Refer to website for the support organisation nearest to you. You can also call 0800 044 334 or text 4334.

Need to talk?

www.1737.org.nz

Free call or text 1737 any time for support from a trained counsellor.

OUTline NZ

www.outline.org.nz

0800 688 5463 (OUTLINE) provides confidential telephone support for sexuality or gender identity issues; available from 9am to 9pm on weekdays, and 6pm to 8pm on weekends.

Safe to talk

www.safetotalk.nz

Call 0800 044 334, text 4334 or email

support@safetotalk.nz

Free and confidential information and support from trained counsellors for people affected by sexual harm in any way; available 24/7.

Skylight

www.skylight.org.nz

0800 299 100 for trauma, loss and grief; available from 9am to 5pm on weekdays.

SNAP Aotearoa New Zealand – Survivors Network of those Abused by Priests

www.snapnetwork.org

Providing peer support for women and men wounded by religious and institutional authorities (priests, ministers, bishops, deacons, nuns, coaches, teachers, and others).

Suicide Crisis Helpline

www.lifeline.org.nz/services/suicide-crisis-helpline

Call 0508 828 865 (0508 TAUTOKO)

A free, nationwide service available 7 days a week.

Telehealth services

www.whakarongorau.nz/telehealth-services

Government-funded free to the public, 24/7 national telehealth services that run across seven digital channels.

Victim Support

www.victimsupport.org.nz

This free service provides emotional and practical support, information, financial assistance, referral to other support services and advocacy for the rights of victims.

Youthline

www.youthline.co.nz

Call 0800 376 633, text 234, email

talk@youthline.co.nz or chat online (via website) for free; available 24/7.

Foreword

Tēnā koutou katoa,

Responding to the recommendations of the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (Royal Commission) is a long-term undertaking. The scale and complexity of the recommendations require sustained commitment, coordination and care.

Over the past year, agencies across the public sector have continued to work together to advance the Government's response to the Royal Commission, which is organised under three broad areas:

- addressing the wrongs of the past
- making the care system safe, and
- empowering people in care.

This report highlights the significant progress made across a range of initiatives.

A key focus in addressing the wrongs of the past has been implementing decisions made through Budget 2025, including delivering top-up payments, supporting more consistent redress payments, and providing a more coherent and consistent experience for survivors. This work continues with the launch of State Redress New Zealand in August 2026.

We have seen a continued focus on strengthening cross-agency coordination and driving improvements that contribute to a safer care system for the future. This includes work to define what safe care should look like across different care settings and strengthen the capability of the care workforce to recognise, prevent and respond to abuse and neglect.

This report is an important part of maintaining transparency and accountability for the response. It helps show the progress that has been made, where further work is needed, and why sustained focus remains necessary over time.

We acknowledge survivors, their whānau and advocates, whose experiences and voices continue to inform and shape this response. The Crown remains committed to progressing the response with integrity, respect and a focus on meaningful change.

Ngā mihi nui,



Rajesh Chhana

Chief Executive for the Government's Response to the Royal Commission's Report into Historical Abuse in Care

Crown Response Office

About this report

The Royal Commission was established in 2018 following calls from survivors, community groups and international human rights bodies for an independent inquiry into historical abuse and neglect in State and faith-based care in New Zealand.

The Royal Commission's reports, *He Purapura Ora, he Māra Tipu: From Redress to Pūretumu Torowhānui* (2021) and *Whanaketia: Through pain and trauma, from darkness to light, Whakairihia ki te tihi o Maungārongo* (2024), set out findings about abuse and neglect in care and made recommendations for change.

In May 2025, the Government published the Crown Response Plan, which brings together work across government to respond to the Royal Commission's recommendations. The Plan groups recommendations under three objectives:

- Objective One: Address the wrongs of the past
- Objective Two: Make the current care system safe
- Objective Three: Empower those in care, their families, whānau and communities

This Annual Report covers the period 1 July 2025 to 30 June 2026. It provides an overview of progress in implementing the Government's response to the Royal Commission's recommendations and forms part of ongoing public reporting on the Crown Response Plan, alongside half-yearly progress reports.

The Crown Response Office

The Crown Response Office leads coordination of the Government's response to the Royal Commission. It works with agencies across the public sector to support implementation of the Crown Response Plan, monitor and report progress, provide advice to Ministers, and strengthen the overall coherence of the response. While individual agencies are responsible for delivering many of the actions described in this report, the Crown Response Office helps ensure this work is coordinated, transparent and focused on addressing past harm, improving the safety of care, and supporting people in care, their whānau and communities.

Scope of this report

The Royal Commission made 233 recommendations across *He Purapura Ora, he Māra Tipu* and *Whanaketia*. Of these, 207 recommendations are identified in the Crown Response Plan as being directed to the Crown. The remaining 26 recommendations are directed to faith-based institutions and are outside the scope of this report.

For reporting purposes, some Crown-directed recommendations are broken into smaller components where different parts require separate monitoring. As a result, the 207 Crown-directed recommendations are tracked as 233 recommendations.

This approach provides a clear picture of progress, particularly where recommendations cover multiple actions or where different agencies are responsible for different parts of the work.

The figures, charts and status tables in this report relate to recommendations directed to the Crown.

How this report is organised

This report is organised around the three objectives of the Crown Response Plan. Each section provides an overview of progress during 2025/26, highlights key developments under relevant action areas (groups of related recommendations) and outlines work expected to continue in the next reporting period.

The report also includes a section on implementation recommendations. Implementation recommendations relate to how the Crown response is delivered, monitored and reported, including matters such as partnership, participation, human rights, transparency and accountability. Progress relevant to these recommendations may also be reflected throughout the objective sections.

Detailed status tables later in the report show the Crown response and implementation status of Royal Commission recommendations directed to the Crown, as at 30 June 2026.

Understanding the progress information

The Royal Commission's recommendations vary in scope and complexity. Some focus on operational improvements, while others involve policy development, consultation, legislation, evaluation or longer-term system change. Many recommendations require work across multiple agencies.

Implementation status indicates the stage of work reached at the time of reporting. It is not a measure of how much work has been completed, the quality or effectiveness of implementation, or whether intended outcomes have been achieved.

A recommendation status may remain unchanged even when work is continuing. This can occur where activity is progressing within the same stage, or where movement to the next stage depends on sequencing or other factors.

For this reason, status information should be read alongside the narrative sections of the report, which provide additional information about progress during 2025/26. The report also distinguishes between the Crown response to a recommendation and its implementation status, as these are different aspects of progress.

Term	Meaning
Crown response	The Government's position on a Royal Commission recommendation, such as accepted, accepted in intent, partially accepted, needs further consideration or declined.
Implementation status	The reported stage of implementation activity at the time of reporting, such as not started, underway, complete or ongoing.

2025/26

THE YEAR IN A GLANCE

This year marked a significant step forward in New Zealand's response to abuse in care, with major progress in redress, survivor recognition, and reforms designed to strengthen accountability and prevent future harm.

Collectively, these developments accelerated the transition to a more consistent survivor-centred system, strengthened safeguards across the care system, and empowered people in care, their families, whānau and communities.

KEY FIGURES FROM 2025/26



2,339

\$27.115 million top-up redress payments made by 30 June 2026



131,000+

Care record images digitised by Archives New Zealand



526

Children and young people made visible to agencies through the multi-agency hub



\$25 million

Social Investment Fund allocation for prevention initiatives supporting mothers affected by substance use and their young children



\$24.1 million

Provided to 142 Lake Alice survivors in financial redress



62

Survivor-led National Day of Reflection events held across New Zealand



42

Mental health inpatient facility improvement projects approved across 16 campuses, supported by \$5 million investment



\$6 million

Invested over four years in MSD's Enhanced Audit Programme for Disability Support Services-funded providers



\$2.9 million

Allocated through the Survivor Support and Recognition Fund



New legislation

Redress System for Abuse in Care Act 2026 enacted



1,718

Settlement offers made by State redress agencies in 2025/26, around 11% above target



246

Police Manual chapters republished after human rights review

Responding to the Royal Commission's recommendations



233

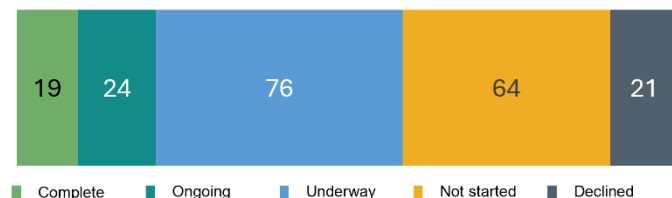
Recommendations for the Crown



21

Agencies involved

Progress of recommendations



OBJECTIVE ONE

Addressing the wrongs of the past

This year marked significant progress in acknowledging survivor experiences and strengthening the State redress system through increased access to redress and key legislative and system reforms.

KEY DEVELOPMENTS

- ✓ Top-up payments helped address differences in earlier State redress payments, with 2,339 survivors receiving payments by 30 June 2026.
- ✓ Survivors are closer to a simpler and more consistent State redress process, with agencies adopting a common payment framework and progressing an integrated operating model, standard application form and shared policies.
- ✓ More survivors can now access State redress, with the Redress System for Abuse in Care Act 2026 extending access to people abused or neglected in State mental health facilities between 1 July 1993 and 30 June 2022, while putting key redress protections into law.
- ✓ Survivor and community-led recognition was strengthened through 62 survivor-led National Day of Reflection events and \$2.9 million in funding for peer support, advocacy, wellbeing initiatives, community activities and work relating to unmarked graves at historic care institutions.



85

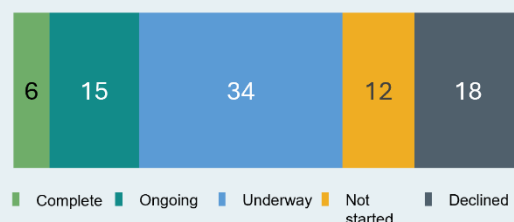
Recommendations in scope



19

Agencies involved

Progress of recommendations



OBJECTIVE TWO

Make the current care system safe

This year strengthened the foundations for safer care through stronger safeguards, more independent oversight, and reforms to improve rights, accountability and care quality.

KEY DEVELOPMENTS

- ✓ Care agencies began defining what safe care should look like across the system, with a cross-agency programme developing common care safety requirements and workforce capability expectations.
- ✓ Independent oversight of services for children and young people in care was strengthened, with the Independent Children's Monitor becoming an independent Crown entity governed by its own board from 1 August 2025.
- ✓ Safeguards for children and young people were enhanced, with the Responding to Abuse in Care Legislation Amendment Act 2025 removing powers to strip search children and young people in residences.
- ✓ Compulsory mental health care moved toward a more rights-based legal framework, with the Mental Health Act set to introduce new safeguards, oversight settings and supported decision-making requirements.



91

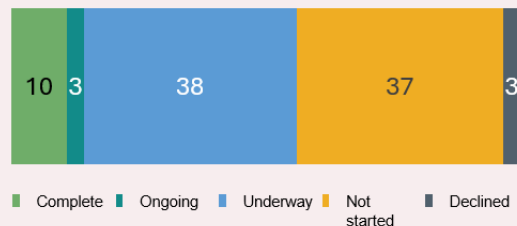
Recommendations
in scope



16

Agencies involved

Progress of recommendations



OBJECTIVE THREE

Empower those in care, their families, whānau and communities

This year's work increased choice, strengthened participation, and improved access to information and support, helping to reduce the risk of future harm and support better outcomes.

KEY DEVELOPMENTS

- ✓ Disabled people, families and carers gained greater choice and control over how support funding is used, with Disability Support Services removing the previous Flexible Purchasing Guidelines and confirmed individual budgets.
- ✓ Access to records continued to improve, with 570 care records digitised, comprising 131,323 images, alongside ongoing work on retention settings, website improvements and a proposed Care Records Hub.
- ✓ People now have clearer guidance on supported decision-making, with the launch of Whaimana – Support My Decisions to help strengthen choice, autonomy, and control over decisions affecting their lives.
- ✓ Independent advocacy support is now available by default (unless declined) for young people in Oranga Tamariki care, so they can understand their rights and improve how they can participate in decisions and raise concerns.



28

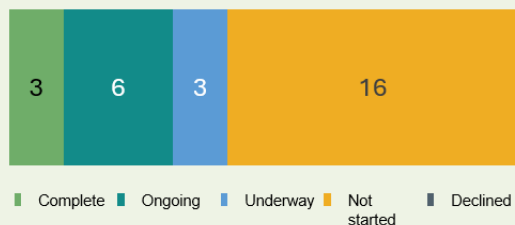
Recommendations
in scope



18

Agencies involved

Progress of recommendations



Together, this work strengthened recognition of survivor experiences and access to redress, reinforced safeguards and accountability across the care system, and increased choice, participation and access to information and support.

OBJECTIVE ONE:

Address the wrongs of the past

This objective includes the Royal Commission's recommendations to address the wrongs of the past. It includes its recommendations to provide redress for abuse and neglect in care and to acknowledge and memorialise victim and survivor experiences, including through public apologies.

OBJECTIVE ONE

Address the wrongs of the past

AT A GLANCE

The following charts show the 85 recommendations within this objective, by action area. The first shows the Crown's response to those recommendations. The second shows their current progress.



85

Recommendations in scope



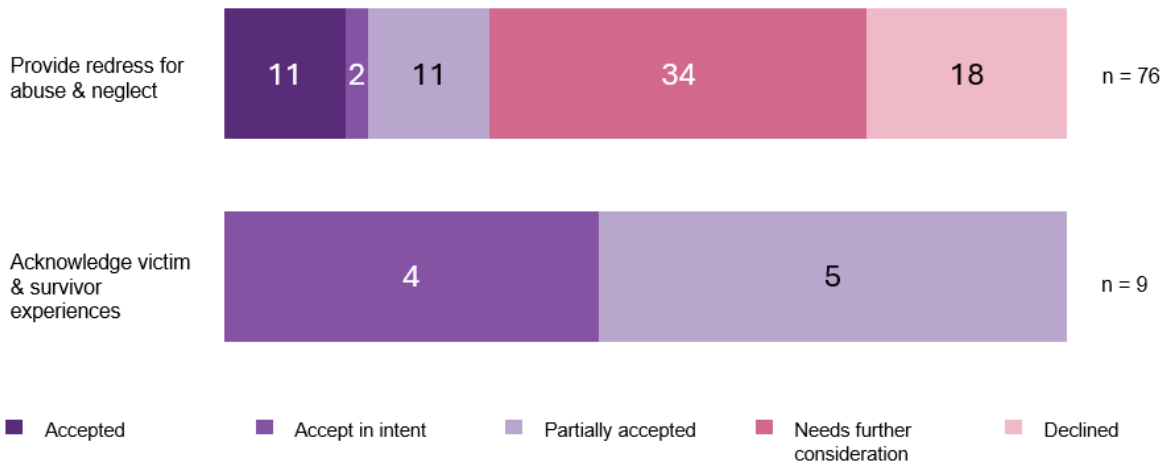
19

Agencies involved



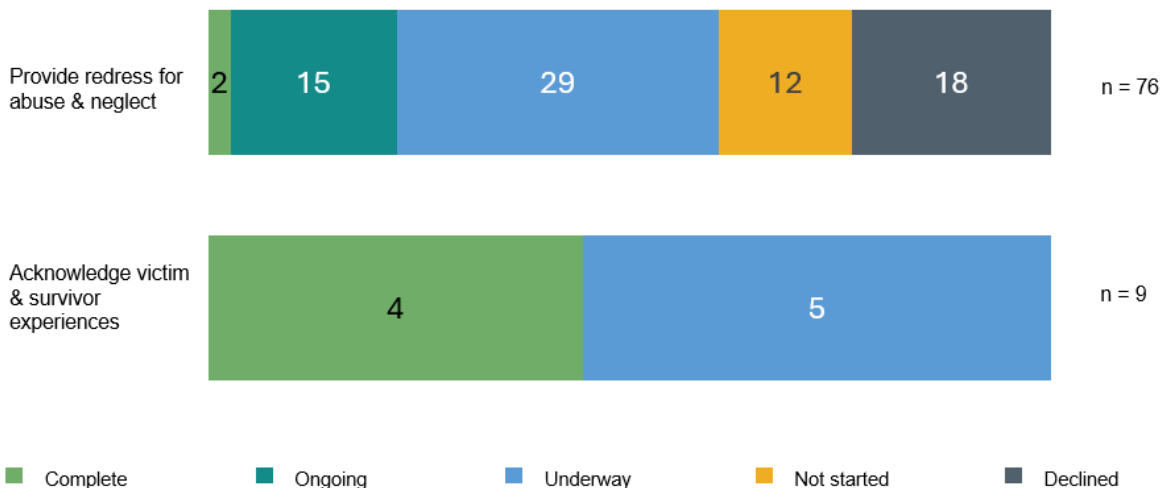
Crown response to recommendations

Government response to recommendations by action area



Progress of recommendations

Current implementation status by recommendations, by action area



Agencies may be involved in more than one action area.

Progressing the Crown response

Work on addressing the wrongs experienced by people who were abused or neglected in care continued during 2025/26. This included improving access to redress, strengthening support for survivors, and advancing longer-term improvements to the State redress system.

The Common Payment Framework, which guides decisions about payments offered by State redress agencies, was implemented during this reporting period. Agencies continued delivery of top-up payments, and prepared for the State Redress Service, a new single point of entry where people can access information and support. The Redress System for Abuse in Care Act 2026 was also enacted.

Acknowledging and recognising survivor experiences remained a focus throughout the year. This included supporting the National Day of Reflection, funding community-led recognition initiatives, and progressing long-term arrangements for the care of the survivor-led taonga.

Provide redress for abuse and neglect in care

Improving redress payments and settlements

Top-up payments, introduced on 9 May 2025, continued throughout 2025/26. From their introduction to 30 June 2026, agencies received 4,919 registrations, confirmed 2,558 people as eligible, and made 2,339 payments.

All State redress agencies began implementing the Common Payment Framework on 27 January 2026. The framework provides a common approach for determining settlement payments following an individualised assessment, with settlement amounts typically averaging around \$30,000. Agencies also streamlined assessment processes so that practice failures are considered only where they contributed directly to abuse or neglect. This is intended to support more timely assessment of claims.

A total of 1,718 settlement offers were made during 2025/26, exceeding the annual target of 1,550 by 168 offers, or around 11%. However, the number of eligible claims on hand increased by about 53 percent from 4,344 as at 30 June 2025 to 6,654 as at 30 June 2026 because new eligible claims continued to exceed the number resolved during the year.

Building a more joined-up redress system

Work continued during the reporting period to establish a more streamlined and coordinated approach to delivering State redress and make the claims application process easier for survivors. This included early implementation of an integrated operating model and development of a standard application form and common policies for redress agencies.

This preliminary work established the operational foundations of the State Redress Service, a single place to go for people seeking information about redress or wanting to make a new claim, which was launched on 5 August 2026.

Lake Alice Child and Adolescent Unit torture redress

By 30 June 2026, redress outcomes for 142 survivors of torture at the Lake Alice Child and Adolescent Unit had been finalised, with financial redress totalling \$24.1 million. Each survivor also received a personalised apology signed by the Prime Minister and the Minister for Mental Health, acknowledging the significant harm they experienced.

The programme received 274 registrations. Survivors were supported through tailored redress pathways, including access to independent legal advice and wellbeing support designed to meet individual needs and

circumstances. This support helped survivors participate in the redress process in a way that was appropriate for them and reflected the diverse impacts of their experiences.

Strengthening the legislative framework

The Redress System for Abuse in Care Act 2026 received Royal Assent on 30 June 2026.

The Act provides protections for personal apologies made through State redress to support redress agencies to give timely, more meaningful apologies. It also establishes a new process for applications from survivors convicted of certain serious violent or sexual offences.

Support for survivors of abuse in wider State and non-State care

In November 2025, Cabinet agreed to establish a helpline and improve online information for survivors of abuse in wider State or non-State care. This will make it easier for survivors to understand what information, support, and redress options are available to them.

In March 2026, Cabinet agreed to extend State redress to survivors who experienced abuse or neglect in State mental health facilities between 1 July 1993 and 30 June 2022. This means these survivors can now seek redress through the State redress system.

More detailed information about State redress, including progress against the Redress Implementation Plan, is available through the State Redress New Zealand website: www.redress.govt.nz.

Acknowledge victim and survivor experiences

Supporting recognition and remembrance

The first National Day of Reflection was held on 12 November 2025, one year after the national apology to survivors of abuse and neglect in care. It provided an opportunity to acknowledge and remember survivors and those who have passed away, while increasing public understanding of historic and contemporary abuse in care.

The day was designed to support survivor and community-led recognition rather than a single Crown-led event. Planning drew on lessons from the national apology, including the importance of survivor involvement, a clear purpose, early engagement and simple participation processes.

A Community Fund was established to support local and regional activities to commemorate the day. Thirty organisations received grants totalling approximately \$830,000. The funding also supported 62 survivor-led events across New Zealand, including virtual events that enabled wider participation.

The events provided opportunities for survivors, whānau and communities to gather, remember people who experienced abuse and neglect in care, share stories, take part in creative and cultural activities, and raise awareness.

An event was also hosted in Wellington for public service employees from multiple agencies. The event included an exhibit designed to encourage reflection, learning and awareness of the Royal Commission's recommendations and ongoing work to improve care safety and redress.

Post-event reporting and advice were developed to support planning for a future National Day of Reflection, including consideration of how an annual event could be governed, delivered and funded.

Supporting survivor-led recognition

The second round of Survivor Support and Recognition Fund applications was completed during the year. Seventy-four applications were received: 68 from non-government organisations and community groups, and six from local authorities.

A total of \$2.9 million was allocated through this round. Forty-two non-government organisations and community-group applicants received funding for survivor-focused support and services, including peer support, advocacy, counselling, navigation, wellbeing programmes and survivor-led community activities. Six local authorities received funding for consultation, research and memorialisation work relating to unmarked graves associated with historic care institutions.

This fund enabled survivor and community organisations to determine and deliver forms of support and recognition that best meet the needs of their communities. Funding for local authorities also supported work to identify and acknowledge people buried in unmarked graves associated with former care institutions.

Following the survivor-led creation of taonga to accompany the national apology, work continued during 2025/26 to determine their long-term stewardship. This included planning for survivor access, future transfer arrangements, and a permanent resting place. During the reporting period, the taonga remained on display in the lobby of Te Iho House, at 1 Bowen Street, Wellington, where they are available for public viewing.

What is next

Redress agencies will continue embedding the State Redress Service and developing an independent review function for survivors who are dissatisfied with the outcome of their claim. Work will also continue on common policies, claims involving multiple agencies or care settings, redress monitoring and reporting, and agencies' capacity to assess and resolve claims.

The Crown will keep working on possible options to support survivors of abuse in wider-State and non-State care, including faith-based organisations, to access support and redress. Advice is expected to be provided to Ministers in the first half of 2027.

Decisions are yet to be made about the future of the National Day of Reflection, the Survivor Support and Recognition Fund, and the long-term care, transfer and stewardship of the taonga.

OBJECTIVE TWO:

Make the current care system safe

This objective includes the Royal Commission's recommendations to make the current care system safe. It includes recommendations for care system leadership to monitor, report and provide oversight of the care system, and ensure:

- the care system has safeguards against abuse and neglect in care, and safety-focused policies, processes and places
- the care system has a workforce that is appropriately regulated and has the right capacity and capability
- that contemporary abuse and neglect in care are responded to appropriately.

OBJECTIVE TWO

Make the current care system safe

AT A GLANCE

The following charts show the 91 recommendations within this objective, by action area. The first shows the Crown's response to those recommendations. The second shows their current progress.



91

Recommendations
in scope



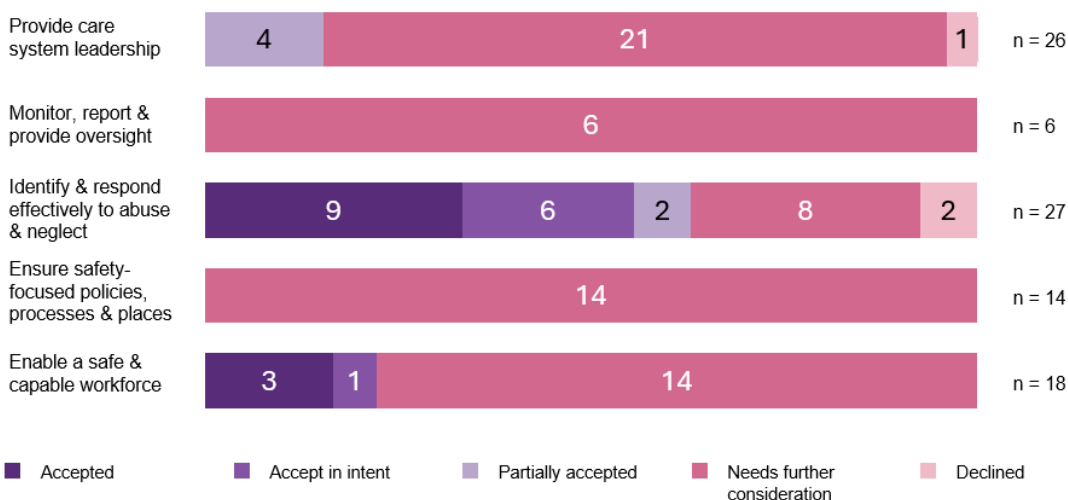
16

Agencies involved



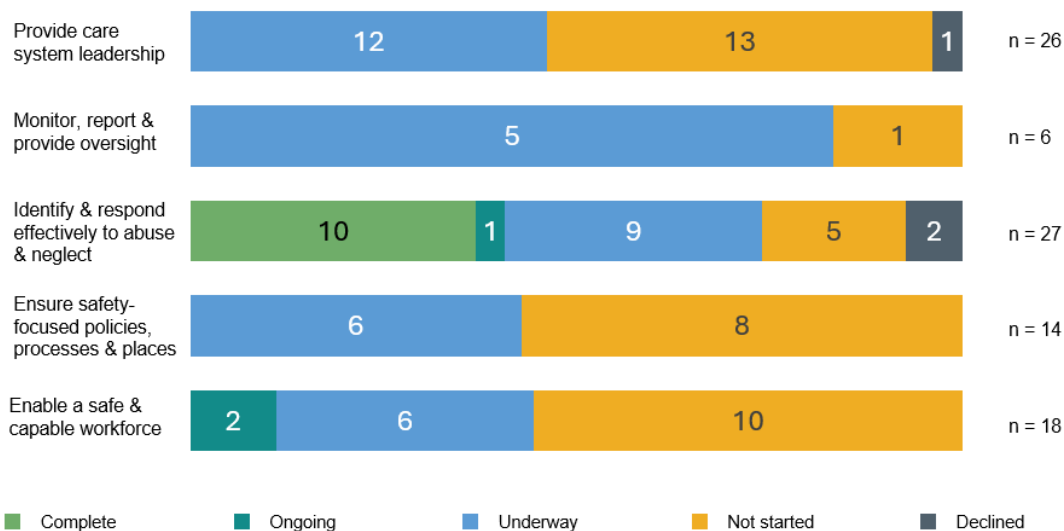
Crown response to recommendations

Government response to recommendations by action area



Progress of recommendations

Current implementation status by recommendations, by action area



Agencies may be involved in more than one action area.

Progressing the Crown response

Work to improve the safety of care settings and strengthen oversight of the care system continued during 2025/26. Changes included new independent oversight arrangements for the care of children and young people, the removal of powers to strip search children and young people in residences, and the introduction of additional audits of disability support providers. This year also saw improvements to residential and mental health inpatient environments.

Across the care system, agencies continued developing care safety requirements and high-level indicators to improve understanding of the care system. Workforce initiatives focused on capability, vetting and safety checking, while further work addressed how abuse and neglect in care are reported and responded to.

Provide care system leadership

Developing care safety requirements and indicators

During 2025/26, the Crown Response Office coordinated cross-agency work to strengthen care system leadership in response to the Royal Commission's recommendations on care safety. Following Cabinet direction in December 2025, agencies developed common care safety requirements and expectations, explored options for high-level care safety indicators, and considered clearer roles across the system. This work drew on advice from the Abuse in Care Ministerial Advisory Group,¹ independent monitors and people with experience of care services. It established a baseline set of care safety requirements and identified gaps in current arrangements, including where a stronger cross-system response is needed for people at greater risk or vulnerability in care settings.

Development of high-level indicators is continuing. These indicators are intended to help determine what information is needed to oversee the care system effectively, and what currently available data and reporting can already show.

Strengthening investigation and legislative arrangements

Significant developments during the year strengthened the legislative, oversight and accountability framework supporting children and young people in care, and those receiving mental health services. These changes included clarifying the role of independent assurance and investigations, and establishing a new legislative framework for compulsory mental health care that places greater emphasis on rights, safeguards and recovery.

On 1 April 2026, the Chief Executive of Oranga Tamariki and the Director of the Child Protection Investigation Unit (CPIU) signed a revised charter clarifying the unit's role. The charter now sets out CPIU's responsibilities for providing independent assurance and investigating deaths and allegations of harm involving children in care or known to Oranga Tamariki. It also enables the Chief Executive to refer matters involving serious, complex or systemic concerns to the Unit.

The Responding to Abuse in Care Legislation Amendment Act 2025 received Royal Assent on 24 October 2025, removing powers to strip search children and young people in residences. During the year, agencies continued preparing for the new search arrangements, including developing the regulations and operational changes needed to implement them.

Parliament passed the Mental Health Bill on 30 June 2026. The resulting Mental Health Act 2026 repeals and replaces the Mental Health (Compulsory Assessment and Treatment) Act 1992 and establishes a modern framework for compulsory mental health care. The legislation adopts a more rights-based and recovery-

¹ In May 2025, the Cabinet approved the establishment of a Ministerial Advisory Group to provide independent advice and assurance to the Lead Coordination Minister and other relevant Ministers. The Group provides advice on the Crown's approach.

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focused approach, embeds supported decision-making, strengthens safeguards and oversight, supports family and whānau involvement, and aims to reduce and ultimately eliminate seclusion, including by prohibiting its use for people under 18. The Act will come into force on 1 July 2028, allowing time for services, clinicians, courts and others to prepare for the new legislation.

Monitor, report and provide oversight

Strengthening independent oversight

During 2025/26, significant changes were made to strengthen the independent oversight, monitoring and advocacy arrangements that help safeguard the rights, wellbeing and interests of children, young people and people receiving compulsory mental health care. These changes included new governance arrangements for key oversight bodies, a stronger regulatory approach to monitoring compliance with legal safeguards, and additional investment to support independent scrutiny and accountability.

Independent monitoring and advocacy bodies play an important role in protecting the rights and interests of children and young people, including those in care. The Independent Children's Monitor monitors services for children and young people in care, while the Children and Young People's Commission advocates for the rights and interests of children and young people more broadly. During 2025/26, both bodies moved to new arrangements.

Effective 1 August 2025, the Independent Children's Monitor became an independent Crown entity governed by its own board, giving it greater structural independence from the government agencies it monitors. Meanwhile, the Children and Young People's Commission moved from a multi-member board to a single Children's Commissioner, creating a single identifiable statutory office-holder for children's rights and advocacy.

The Ministry of Health strengthened its oversight of compulsory care and adopted a more active regulatory approach in response to concerns about inconsistent compliance with safeguards and cases where care did not meet minimum legal requirements.

The Director of Mental Health and Addictions set clearer expectations for service leaders regarding compliance with legal requirements, improving data and reporting, and upholding the rights, dignity and mana of people receiving compulsory care. Interventions during the year included monitoring Canterbury Waitaha Mental Health Services' response to a formal regulatory inspection and an inquiry into the treatment of a young person at Waikato Hospital. District inspector activity was 10 percent higher in 2025/26 than in the previous year.

This work was supported by Budget 2025 funding of \$9.4 million over four years to increase district inspector activity and progress work to expand the capacity of the Mental Health Review Tribunal, including improving access to lived experience and cultural expertise.

Improving assurance and audit activity

Improving oversight of Disability Support Services-funded providers was a key area of work during 2025/26. The Ministry of Social Development unit responsible for disability support services began developing the Enhanced Audit Programme during the year. An investment of \$6 million over four years, supplemented by ongoing annual funding of \$1.5 million, supports this programme.

The programme introduces additional audits of Disability Support Services-funded providers, initially focusing on community residential group homes. The audits aim to provide better visibility of the quality and safety of care being delivered, and identify risks, concerns and areas for improvement.

The audit framework, tools and reporting processes were developed and tested during the year, with the first audits beginning in May and June 2026.

Monitoring care system performance

Improving the quality and availability of information remained an important focus for Oranga Tamariki. This supported better monitoring of harm, frontline decision-making and continuous improvement.

Monitoring and reporting on harm experienced by children and young people in Oranga Tamariki's care continued through its Safety of Children in Care reporting. This report provides information about the nature and extent of harm. The data helps build understanding of underlying risk factors, informing improvements to practice, support and services.

To improve the quality, accessibility and use of information, Oranga Tamariki progressed with its Frontline Technology Systems Upgrade programme. This will replace legacy case-management systems and strengthen the ability to monitor safety, service performance and outcomes.

Ensure safety-focused policies, processes and places

Strengthening care standards and accreditation

Oranga Tamariki reported that more children in care have a current assessment and plan, and that use of key assessment and planning tools has improved to support this process. Almost all children continue to have safety and education needs identified and addressed in their plans, alongside opportunities for play and experiences. The agency also reported improvements in targeted areas of practice, including identifying and supporting children to maintain contact with people who are important to them, considering mental health needs in social work assessments, and ensuring children's wishes, views and aspirations are reflected in their plans.

Opportunities remain to strengthen assessments and plans so they address the full range of needs required by the Care Standards, and to improve completion of life skills assessments for care-experienced young people transitioning to adulthood. Oranga Tamariki will continue to use monitoring, case-file analysis and focused practice support to build on areas of strength and identify where further effort will provide the greatest benefit for children and young people.

In February 2026, Te Kāhui Kāhu, a unit within the Ministry of Social Development, updated the Social Sector Accreditation guidance. The updated guidance strengthened protections for children and other vulnerable people by setting clearer expectations for staff safety checks, responding to abuse, and handling complaints. This helps social service providers deliver safer and more consistent services.

The Ministry of Education published new guidance and tools in November 2025 to support schools and early childhood services to meet their obligations under the Children's Act 2014 and associated regulations.

Supporting safer care arrangements for children and young people

Oranga Tamariki continued work to strengthen placement and caregiver support arrangements. This included development and implementation of respite and manaaki care resources to help social workers, and caregivers build stronger support networks around children and young people in care. These resources support stronger connections, sustainable caregiving arrangements, and improved outcomes for children, young people, and their caregivers.

A tool aimed at improving visibility of placement capacity and availability across the Oranga Tamariki care system and helping staff identify suitable emergency care arrangements was piloted in six regions. The Oranga Tamariki Disability Programme also partnered with six provider organisations to test practical support initiatives for caregivers of disabled children and young people. This explored new ways of supporting caregivers of disabled children and young people.

Improving care environments

The physical environment of care settings is an important part of safeguarding. Oranga Tamariki reported progress during 2025/26 on improving the condition and resilience of its residential facilities. Healthy Homes upgrades and a programme of maintenance and refurbishment work across Youth Justice and Care and Protection residences continued during the year. Ongoing work includes improvements relating to energy efficiency, building compliance, water supply, seismic resilience, and specific space upgrades including security improvements.

Health New Zealand continued improving mental health inpatient environments. During 2025/26, \$5 million was invested in the first tranche of the programme. Forty-two facilities improvement projects were approved across 16 campuses, with 30 percent completed by 30 June 2026. Improvement works included installation of privacy blinds and bedroom door locks, and upgrades to spaces used for therapy.

Planning has begun for the second tranche of the programme, which is supported by \$45 million in funding. Around 80 facilities completed self-assessments to identify where further improvements may be needed and inform future investment decisions.

Enable a safe and capable workforce

Progressing workforce capability initiatives

A capable, skilled and well-supported workforce is critical to providing safe care and preventing abuse and neglect. During 2025/26, the Crown Response Office coordinated work with care agencies to strengthen the safety and capability of the care workforce. Care Ministers agreed the strategic direction for this work, and funding was approved for a sector-wide survey to assess workforce capability and identify gaps. This work was supported by Budget 2025, which established a tagged operating contingency of \$70.88 million to support a diverse, capable and safe care workforce. Advice from the Abuse in Care Ministerial Advisory Group and Care Sector Reference Group helped shape this approach.

On behalf of Care Ministers, the Crown Response Office facilitated the establishment of the Care Sector Reference Group, which provides advice and feedback from across the care sector. Its input supports work to strengthen workforce capability and safety in care settings.

The Ministry of Social Development is also progressing safeguarding resources, guidance and tools for disabled people and their family and whānau carers, and safeguarding training for care and support workers.

Strengthening workforce suitability checking

Agencies completed an assessment of existing workforce vetting and safety-checking arrangements across the care system. This analysis included current settings, identified gaps and international approaches. This work provides a basis for developing options to strengthen how the suitability of people working in care is assessed.

The Ministry of Education reviewed children's worker safety-checking requirements under the Children's Act 2014 in response to recommendations in the Dame Karen Poutasi report. These requirements help organisations check whether people are suitable to work with children before they begin work and throughout their employment. During 2025/26, the Ministry provided advice on opportunities to strengthen safety checking, undertook targeted engagement on policy options, and considered options to strengthen compliance monitoring and workforce restrictions.

The review is linked to broader proposals to strengthen the child protection system, including mandatory child protection training, mandatory reporting of child abuse, and stronger organisational child protection policies. Some of this wider work is also expected to contribute to the implementation of Royal Commission recommendations relating to workforce capability and child safety.

Building organisational capability

Oranga Tamariki continued to strengthen its organisational capability and workforce capacity, including its ability to respond to reports that a child or young person may be experiencing harm, abuse, neglect or other wellbeing concerns.

Allied Support Worker roles were introduced to provide administrative and coordination support to frontline teams, enabling qualified social workers to focus on statutory social work and intervention activities. Oranga Tamariki also developed and began using a Strategic Workforce Analysis Tool to identify workload and capacity pressures across the social work workforce, and support workforce planning and resource-allocation decisions.

In June 2026, Oranga Tamariki strengthened its Enabling Residence Kaimahi Programme by appointing a staff member to design, develop and deliver a Youth Justice Residence Kaimahi Capability Framework. In the short term, the framework is intended to establish a shared understanding of capability expectations across Youth Justice residential services and provide clarity about role requirements and professional standards. In the longer term, it seeks to improve outcomes for children and young people through a more capable and confident workforce.

Oranga Tamariki also developed a learning module to help residential staff understand and apply the organisation's Practice Approach when working with children, young people, families and whānau. Foundational Disability Learning modules and additional resources were also developed to help staff identify and respond to the needs of disabled children and young people and strengthen disability knowledge across the organisation. These modules and resources will be implemented during the latter part of 2026.

The Ministry of Education strengthened its child protection capability by appointing a fixed-term Director for Child Protection, adding a dedicated Safeguarding Lead function within the Ministry. Work is underway to develop a safeguarding framework for the compulsory education sector to inform a targeted programme of work aimed at establishing child safeguarding and protection as a priority focus for staff

Identify and respond effectively to abuse and neglect

Strengthening justice responses

During the year, changes were made to strengthen legal protections for vulnerable people and support more consistent responses to abuse and neglect across the justice system. This included updated prosecution guidance for public agencies and legislative amendments to clarify protections for disabled people under criminal law.

In December 2024, the Solicitor-General published updated Prosecution Guidelines, which set expectations for how public agencies make prosecution decisions and conduct prosecutions. The update followed the scheduled review of the guidelines, including extensive consultation with people who have experience of the criminal justice system.

During 2025/26, training on the updated guidelines continued through existing funding and operational arrangements. New Zealand Police began delivering training on the updated guidelines in October 2025. By 30 June 2026, 98 percent of identified personnel had completed the training.

The Responding to Abuse in Care Legislation Amendment Act 2025 also amended the Crimes Act 1961 to expressly include disability within the definition of a 'vulnerable adult'. The change makes clear that disabled people who are unable to remove themselves from another person's care are covered by Crimes Act protections relating to abuse, neglect and failure to protect.

Advancing Te Ao Mārama

The Ministry of Justice continued work to improve how people experience the court system by promoting more collaborative, therapeutic and community-connected approaches within the District Court. Through Te Ao Mārama, courts, government agencies and community organisations worked together to provide more coordinated support for court users and address underlying issues that may contribute to their involvement with the justice system.

The Ministry of Justice continued implementing Te Ao Mārama across eight District Court sites. During 2025/26, community-provided wrap-around services operated at four locations, sitting alongside the court process where available. The first phase of evaluation was completed and used to inform the wider monitoring and evaluation approach. The Ministry of Justice expects to complete the second phase of evaluation in 2027/28, followed by an impact evaluation.

Decisions about any expansion beyond the eight existing sites will be made after the impact evaluation and considered through future Budget processes. In the meantime, District Court locations can use existing national Te Ao Mārama resources to incorporate relevant practices locally.

Strengthening information sharing and reporting

An in-person multi-agency Hub was established in January 2026. This was in response to recommendations from the 2022 Dame Karen Poutasi Review, accepted by the Government in September 2025.

The Hub's role is to ensure that the estimated 2,000 children whose sole parent or sole carer is remanded in custody or imprisoned are safe. It makes sure that the children's needs are met, and their carers are supported.

Led by Oranga Tamariki, the Hub brings together representatives from New Zealand Police, the Department of Corrections, the Ministry of Social Development, the Ministry of Education and Health New Zealand. By sharing relevant information and beginning an initial assessment quickly, agencies can combine their insights and focus on understanding the needs of these children. Together, these arrangements are intended to improve how agencies identify children affected by parental imprisonment, share information quickly, and coordinate support for children and their carers.

In 2025/26, 348 referrals were made to the Hub and 316 Reports of Concern were completed. The Hub supported the visibility and safety of 526 children and young people.

The in-person multi-agency Hub has been extended for a further 12 months to consolidate the pilot, focus on longer-term outcomes, and assess opportunities to scale the approach.

The Ministry of Education and Oranga Tamariki signed a memorandum of understanding to support collaboration across several areas, including the management of abuse allegations. Analysis was completed to validate data quality improvements for reporting on enrolment and non-enrolment numbers for children and young people in care. Further work is underway to embed ongoing analysis and reporting.

Updating police guidance and responses

New Zealand Police continued reviewing and updating Police Manual chapters to better reflect New Zealand's domestic and international human rights obligations. The Royal Commission recommended this change so that human rights obligations are reflected in police investigations and prosecutions, including those involving survivors of abuse and neglect in care.

During 2025/26, New Zealand Police established a structured review programme for the Police Manual. An external human rights expert reviewed an initial sample of chapters, helping develop a methodology and template for the wider review. By 30 June 2026, New Zealand Police had republished 246 chapters, with a further 223 chapters submitted for approval or under active review. They also developed and published a

dedicated Human Rights in Policing chapter to provide central guidance on human rights obligations and their practical application in policing.

New Zealand Police also progressed work on responding to allegations of torture in State care. They have been developing the Recognising and Responding to Torture online training package for investigators. The training is intended to help investigators understand the elements of torture and identify possible torture when offending is reported to the police. The training was scheduled to go live in October 2026.

What is next

Work to strengthen the policies, information and workforce arrangements that support safer care will continue. There will be further policy development on care safety requirements and expectations, high-level indicators, workforce capability, vetting and safety checking, and mandatory reporting proposals.

Health New Zealand will continue developing proposals for trauma-informed and de-escalation training, tools and approaches intended to strengthen workforce capability and support more consistent practice across healthcare settings. It will also continue delivering the first tranche of its mental health inpatient facilities improvement programme.

Operational work will also continue, including implementation of the Enhanced Audit Programme for Disability Support Services-funded providers, ongoing National Care Standards monitoring and targeted support, replacement of Oranga Tamariki case management systems, preparation for new search arrangements in residences, and infrastructure improvements across Youth Justice and Care and Protection residences.

Oranga Tamariki will also consider improvements to caregiver pathways, training and support, enhance respite care options, and continue building a more capable trauma-informed workforce through structured learning and development. This work is intended to support earlier intervention when risks or needs emerge, reduce placement breakdowns, strengthen support for caregivers, and improve the consistency and quality of care.

New Zealand Police will continue updating guidance and progressing torture-response training.

The Ministry of Justice will continue evaluating Te Ao Mārama before decisions are made about any expansion beyond the current eight sites.

OBJECTIVE THREE:

Empower those in care, their families, whānau and communities

This objective includes the Royal Commission's recommendations to support and empower those in care, their families, whānau and communities. It includes recommendations to improve recordkeeping and access to records, prevent entry into State care, and listen to the voices of those in care, their families, whānau and communities.

OBJECTIVE THREE

Empower those in care, their families, whānau and communities

AT A GLANCE

The following charts show the 28 recommendations within this objective, by action area. The first shows the Crown's response to those recommendations. The second shows their current progress.



28

Recommendations in scope



18

Agencies involved



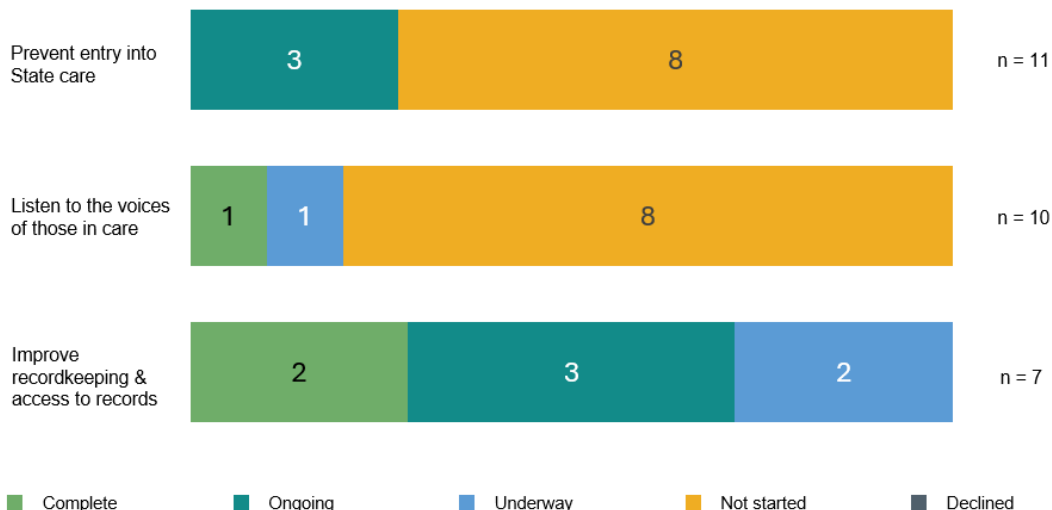
Crown response to recommendations

Government response to recommendations by action area



Progress of recommendations

Current implementation status by recommendations, by action area



Agencies may be involved in more than one action area.

Progressing the Crown response

During 2025/26, work continued to strengthen the rights, choices and wellbeing of people receiving care and support services. Efforts focused on increasing individual choice and control, improving access to personal information and records, and supporting initiatives that help prevent the need for State care.

Changes to flexible disability support funding gave disabled people, their families and carers greater flexibility in how allocated funding is used. Whaikaha launched new supported decision-making guidance, while changes to the Oranga Tamariki grievance process mean young people will automatically have advocacy support unless they choose otherwise.

Other work included the development of practical recordkeeping guidance and records access initiatives, continued prevention activity, progression of Social Investment Agency commissioning activity, and agreement of an Outcomes Plan with the Gloriavale community.

Improve recordkeeping and access to records

Supporting better recordkeeping practice

Accurate, accessible and well-managed records are essential for protecting the rights of people receiving care, supporting continuity of care, and enabling individuals to understand and access information about their experiences.

During 2025/26, work continued to improve recordkeeping practices across the care system through the development of practical guidance and resources for service providers and schools.

Disability Support Services developed recordkeeping guidance for contracted providers based on the Care Records Framework. It covers how care records should be created, managed and made accessible, helping providers put the framework's recordkeeping principles into practice.

A provider reference group contributed to its development. Workshops were held with members of People First | New Zealand Ngā Tāngata Tuatahi, a Disabled People's Organisation run by and for people with learning disabilities, to test the guidance before it was approved for publication during 2025/26.

The Ministry of Education also produced a draft of the first in a series of care-records modules for schools. The first module explains what care records are, why they are important, and the consequences of poor records management. A Care Records Schools Reference Group was established in June 2026 to support the initiative, including the development of future resources.

Improving retention and access arrangements

Effective recordkeeping is essential for preserving people's histories, supporting accountability, and ensuring individuals can access information about their time in care. During 2025/26, Archives New Zealand continued work to improve how care records are kept, managed and accessed. This included reviewing existing rules about how long care records must be kept and when they can be disposed of.

By 30 June 2026, this review was 90.8 percent complete. An interim report and a report on future arrangements for care records have been shared with core care agencies. This work is important because decisions about keeping or disposing of records affect whether people can later find and access information about their time in care. The review will help inform future decisions about how long care records should be retained.

Archives New Zealand worked to make information about care records easier to find. The first phase of its website improvement work was completed, including work to understand user needs.

Planning continued for a Care Records Hub on the Archives New Zealand website. The hub is intended to help people find guidance on how to access care records and help agencies understand how records should be managed.

Template letters were also made available to help agencies authorise access to records held by Archives New Zealand. Questions about implementation of the Care Records Framework were incorporated into the annual government recordkeeping survey and public-office audit questions.

By 30 June 2026, 570 care records had also been digitised, comprising 131,323 images.

Prevent entry into State care

Increasing choice and support

Supporting people to make decisions about their own lives and providing assistance early can improve wellbeing and help reduce the likelihood of future harm or involvement with the care system. During 2025/26, agencies progressed initiatives to increase choice and control for disabled people, strengthen supported decision-making, and invest in early intervention and prevention activities focused on those at greater risk of entering care.

In April 2026, Disability Support Services changed the rules for flexible disability support funding, removing the previous Flexible Purchasing Guidelines and confirming individual budgets for people receiving flexible funding. The changes give disabled people, their families and carers greater flexibility in deciding how their allocated funding is used to meet their disability support needs.

Investing in prevention initiatives

In December 2025, Ministers agreed that a \$25 million Social Investment Fund allocation would focus on initiatives supporting mothers who experience harm from substance use, and their children, from pregnancy to age five.

In February 2026, the Social Investment Agency invited organisations to apply for funding and submit project proposals for this group. Twelve proposals have progressed to contract negotiations.

Seven of the proposals that had progressed to contract negotiations aligned with the care prevention objectives. Of these, four are expected to be funded through the \$25 million care-prevention fund, while the other three will be funded through the wider Social Investment Fund. The funded services had not yet started during this reporting period.

The Accident Compensation Corporation (ACC) continued to support delivery of Little Matters through community partners and its prevention delivery network. Little Matters is a prevention initiative that promotes small, everyday actions to help create safer environments for children and prevent child sexual abuse. Delivery is expected to continue until June 2027.

The Ministry of Education has started the design phase of Ready to Learn, a South Auckland-based pilot that will identify educational transition complexity early and provide graduated support before learner's participation in education is disrupted. This could benefit learners who are in care, at risk of entering care, or experiencing transitions such as placement changes, disrupted attendance, exclusion, or movement between education settings. Ready to Learn will test responses that strengthen continuity of learning, improve coordination between agencies and education settings, and provide additional support where there is a significant risk of disengagement from learning.

Contemporary and community models of care

Providing safe, consistent and culturally responsive care requires clear practice expectations and strong partnerships with communities. During 2025/26, Oranga Tamariki progressed work to strengthen both the

quality of care delivery and the role of whānau, iwi and community organisations in supporting children and young people.

Oranga Tamariki developed a Model of Care to provide an agreed organisation-wide framework for how care is delivered across residences and community homes. The model addresses long-standing issues of fragmented practice by establishing a shared purpose, clear expectations and a coherent approach to delivering safe, rights-based and culturally grounded care.

During 2025/26, the model was implemented in the Military-Style Academy Pilot. It is now being implemented into the re-establishment of Te Oranga Care and Protection Residence, new residential developments, and pilot 'Whare' homes testing smaller, community-based residential care approaches.

Oranga Tamariki also continued implementing the Enabling Communities Prototypes Programme. The programme was established to test, learn and inform future operating models for New Zealand's care and protection system, including approaches that shift decision making, resources and service delivery closer to Māori and communities.

This has involved prototyping initiatives that strengthen community involvement in care and protection responses while exploring new ways of working between Oranga Tamariki, whānau, iwi and community partners. Oranga Tamariki entered into additional agreements with partners, extending the programme to eight prototypes at varying stages of implementation planning, delivery and evaluation. A final programme report will be completed alongside individual prototype evaluations to assess outcomes, identify future opportunities and better understand the conditions needed to support successful community-led approaches.

Gloriavale

Supporting the safety, wellbeing and rights of people living in, and leaving, the Gloriavale community requires a coordinated response across multiple government agencies. During 2025/26, agencies worked to ensure services and supports were provided and developed and finalised the Outcomes Plan. The Ministry of Social Development continued coordinating the integrated government response, with a focus on the safety and wellbeing of children, young people and adults in Gloriavale. Agencies remained involved in a range of matters, including child safety, education, health services, employment standards, responses to reported concerns and support for people leaving the community.

In May 2026, government agencies and the Gloriavale community formally agreed an Outcomes Plan setting out the outcomes they will work towards. The plan provides a shared foundation for coordinated activity, helping agencies and the community to focus on agreed priorities. Agencies continued delivering activities through established response arrangements, including safety planning, parenting support, coordinated engagement and responses to reported concerns.

Health New Zealand and the West Coast Primary Health Organisation continued providing onsite and remote health services, and the Primary Health Organisation appointed a dedicated liaison for the Gloriavale community.

Listen to the voices of those in care

Supported decision-making

Supported decision-making helps people exercise choice, autonomy and control over decisions that affect their lives. Rather than having decisions made on their behalf, it focuses on providing the support people may need to make and communicate their own decisions.

Whaikaha launched Whaimana – Support My Decisions in July 2025 to provide practical guidance on supported decision-making, helping people make their own decisions rather than having decisions made for them. The website is designed for people who may need support with decision-making, including disabled

people and people affected by brain injury, dementia, mental distress or neurodiversity, as well as their whānau, supporters and service providers. It includes guidance and practical examples covering decisions about areas such as health, living arrangements and everyday life.

Strengthening rights and advocacy

Upholding the rights of children and young people requires more than legal protections. It also means ensuring they are heard, can participate in decisions that affect them, have access to advocacy and support, and can raise concerns when things go wrong. During 2025/26, agencies progressed a range of initiatives to strengthen rights, improve advocacy and complaints processes, and better reflect the perspectives and needs of children, young people and disabled people in policy and practice.

Oranga Tamariki progressed work to strengthen young people's understanding of their rights and improve how they can participate in decisions, access advocacy, and raise concerns. Through the Integrated Voices programme, new resources, supports and process improvements were developed and implemented, including making independent advocacy support available by default unless declined. This change will help ensure greater access to advocacy support and make navigating the grievance process easier.

Nationally consistent resources and tools were also developed for young people, whānau and staff, including resources created with community organisations to help whānau navigate family group conferences and reports of concern. The resources, particularly the Welcome booklet, received positive feedback from young people and staff during testing. Work is also underway to review the complaints and grievance processes to identify opportunities to improve practice and consistency of experience.

Oranga Tamariki established its Disability Programme in September 2025 to begin implementation of its Disability Strategy and focus on better meeting the needs of disabled children and young people in care. The programme has analysed the organisation's obligations to disabled people. This analysis will be used to identify gaps in meeting those obligations within Youth Justice and Care and Protection, with focus on entry practices and policies. It will also inform improvement priorities and targeted interventions. This work is intended to support the organisation to better embed consideration of disability across policy, practice and service delivery, while supporting approaches that uphold the rights and self-determination of disabled people.

A disability data framework was also developed, including a population-level disability indicator model to measure disability prevalence, and disability-support flags to help identify and record support needs in the case-management system.

The Ministry of Education with its partner IHC New Zealand has identified nine actions to improve the education system for disabled children. These actions have been set out in a 'Framework for Action'. A stakeholder group was established in early 2026 to support and provide accountability for progress against the framework. External advisory groups and the Voices Insights Library continued to bring the perspectives of children, young people, whānau and communities into Oranga Tamariki policy, practice and decision-making. The Voices Insights Library helps make lived-experience insights accessible to staff so they can inform their work. Advisory groups included youth, Rainbow, disability and Pacific perspectives, and informed work relating to workforce capability, mandatory reporting, disability strategy implementation, Pacific-led prototype initiatives, and improvements to services for children and young people in care. During 2025/26, advisory groups also provided feedback on the All About Me Plan, Te Tohu o te Ora survey results, and initiatives supporting Pacific carers and Pacific children and young people. Te Tohu o te Ora is a regular survey that helps Oranga Tamariki understand what it is like for children and young people in care.

Disability Support Services also progressed planning and design work on a proposed Quality Management System focused initially on improving the management of critical incidents and complaints.

What is next

In 2026/27, agencies will continue work to strengthen the rights, participation and wellbeing of people in care and those who interact with the care system. Priorities include improving access to information and records, supporting individual decision-making, strengthening community and whānau participation, and advancing initiatives designed to prevent entry into care wherever possible.

This will include further development of care records guidance for providers and schools, continued work by Archives New Zealand on retention, disposal, digitisation and the proposed Care Records Hub, and ongoing development of supported decision-making resources.

Prevention-focused work will also continue, including Social Investment Fund proposals progressing through contracting and into service delivery and implementation of the Gloriavale Outcomes Plan. Oranga Tamariki will continue work to embed its Model of Care, the Disability and Enabling Communities prototype programmes, and the review of complaints processes.

Implementation Recommendations

The Royal Commission made several recommendations on how the Crown response should be delivered and reported on. For reporting purposes, these implementation recommendations have been grouped into the following themes:

1. implementing all the recommendations, with cross-party agreement
2. partnering with Māori and giving effect to te Tiriti o Waitangi (the Treaty of Waitangi)
3. co-designing the response with participants in the care system
4. giving effect to human rights
5. publishing and reporting on the Crown response
6. undertaking an independent review of the response.

Many of these recommendations are intended to inform the way implementation occurs across the Crown response, rather than establish separate programmes of work. As a result, activity relevant to these recommendations has largely been reflected throughout this Annual Report rather than reported separately against individual implementation recommendations.

During 2025/26, agencies reported activity relevant to these themes. This included establishing a cross-agency Māori-Crown response work programme focused on policy, partnership, performance and monitoring settings.

Work led by Te Puni Kōkiri continued to strengthen the use of Te Tautuhi ō Rongo in policy development, engagement and advice affecting Māori. Other relevant activity is reflected throughout this report, including engagement with survivors, whānau, communities, advisory groups and agencies, and work to improve public reporting through future dashboard development.

Work to respond to the Royal Commission's recommendation to publish the Crown's response to each of the Royal Commission's findings is now complete. Individual responses will not be provided to the Treaty of Waitangi / Tiriti o Waitangi findings on the basis that the Waitangi Tribunal is the appropriate body to make any such findings.

Implementation recommendations

AT A GLANCE

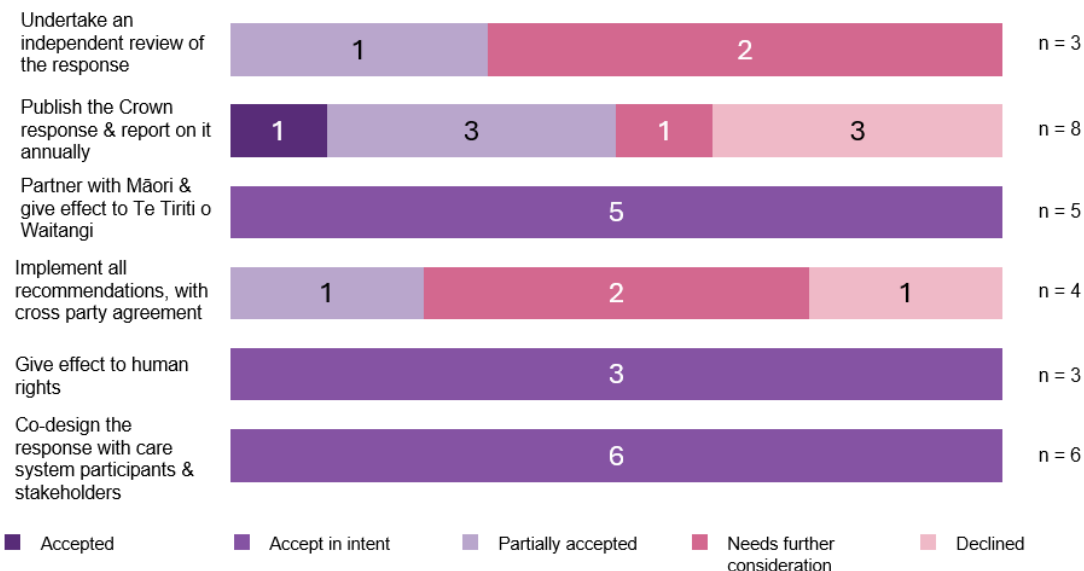
The following charts show the 29 recommendations within this grouping, by action area. The first shows the Crown's response to those recommendations. The second shows their current progress.


29
Recommendations
in scope



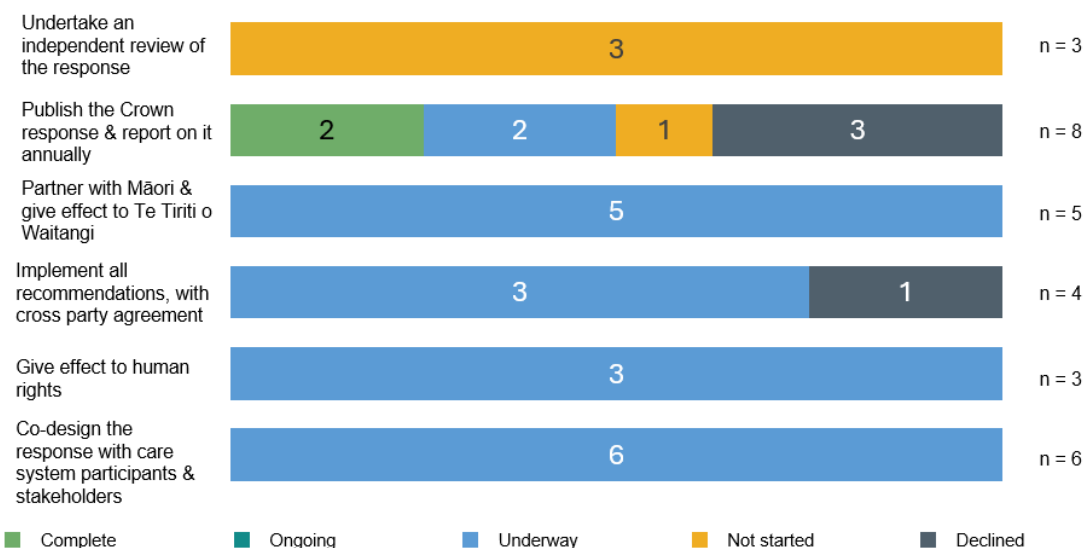
Crown response to recommendations

Government response to recommendations by action area



Progress of recommendations

Current implementation status by recommendations, by action area



Agencies may be involved in more than one action area.

Appendices

How progress is monitored and reported

The Crown Response Office coordinates reporting on the Crown's response to the Royal Commission's recommendations. For each reporting cycle, agencies provide information about the recommendations they are responsible for or contribute to, including implementation status and information about activity during the reporting period.

Agencies are asked to report what has changed since the previous reporting period, key activities and milestones, next steps, dependencies, and supporting evidence where available. This information is maintained across reporting periods so that the implementation history of individual recommendations can be followed over time.

Agency-reported information forms the basis of the implementation updates and figures in this report. The Crown Response Office reviews information provided by agencies for reporting purposes and may seek clarification where needed. This does not constitute independent audit or verification of agencies' implementation activity.

Reporting will continue to evolve as the implementation of the Crown Response Plan progresses. During the next reporting period, work is expected to be completed on an online dashboard that will provide up-to-date information on the status of Royal Commission recommendations directed to the Crown.

The dashboard will make it easier for survivors, whānau, stakeholders and the wider public to access information about progress and track changes over time. It will complement formal reporting by providing a more accessible and regularly updated source of information on the Crown response.

The information in this report reflects the position reported as at 30 June 2026.

Status of Royal Commission recommendations

The following tables record the Crown response and implementation status of Royal Commission recommendations directed to the Crown, as at 30 June 2026.

Agencies listed under each action area are involved in one or more of the recommendations in that action area; not all agencies are involved in every recommendation.

During 2025/26, implementation of Whanaketia recommendation 35 was assessed as 'complete'. The recommendation sought dedicated specialist capability within New Zealand Police to investigate and prosecute historical and current abuse and neglect in State and faith-based care. In early 2025, Police agreed that this capability would be provided through existing specialist investigative structures rather than a standalone unit. New Zealand Police advised that these arrangements meet the intent of the recommendation and provide specialist capability that was not available during the period examined by the Royal Commission.

Objective One: Addressing the Wrongs of the Past

This objective brings together the Royal Commission's recommendations aimed at recognising and addressing the harms experienced by people who were abused or neglected in care. It covers work to

provide redress, acknowledge victim and survivor experiences, and support memorialisation and public apology processes.

Action area: Provide redress for abuse and neglect in care

Agencies involved

Ministry of Health | Ministry of Education | Crown Response Office | Crown Law Office | Ministry of Justice | Ministry of Social Development | Whaikaha – Ministry of Disabled People | Ministry for Pacific Peoples | Department of Corrections | Te Puni Kōkiri | Ministry of Business, Innovation and Employment (Accident Compensation Policy) | Accident Compensation Corporation | Oranga Tamariki

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
1	Decline	Decline
4	Decline	Decline
5	Accept Intent	Complete
12	Decline	Decline
15	Decline	Decline
16	Partially Accept	Ongoing
17	Decline	Decline
18	Partially Accept	Ongoing
19	Partially Accept	Ongoing
20	Needs Further Consideration	Underway
21	Needs Further Consideration	Not Started
22	Needs Further Consideration	Underway
23	Accept	Underway
24	Needs Further Consideration	Underway
25	Needs Further Consideration	Underway
26	Accept	Ongoing
27	Accept	Ongoing
28	Decline	Decline
29	Decline	Decline
30	Decline	Decline
31	Decline	Decline
32	Partially Accept	Underway
33	Needs Further Consideration	Underway
34	Needs Further Consideration	Underway
35	Needs Further Consideration	Underway

36	Needs Further Consideration	Underway
37	Needs Further Consideration	Underway
38	Needs Further Consideration	Underway
39	Needs Further Consideration	Underway
40	Partially Accept	Underway
41	Partially Accept	Underway
42	Accept	Ongoing
43	Needs Further Consideration	Underway
44	Decline	Decline
45	Needs Further Consideration	Underway
46	Partially Accept	Ongoing
47	Partially Accept	Ongoing
48	Accept	Ongoing
49	Needs Further Consideration	Not Started
50	Decline	Decline
51	Accept	Underway
52	Decline	Decline
53	Accept Intent	Underway
54	Partially Accept	Ongoing
55	Accept	Ongoing
56	Accept	Ongoing
57	Accept	Underway
58	Accept	Ongoing
59	Needs Further Consideration	Underway
61	Decline	Decline
62	Needs Further Consideration	Not Started
63	Needs Further Consideration	Not Started
64	Needs Further Consideration	Underway
65	Needs Further Consideration	Not Started
66	Needs Further Consideration	Not Started
67	Needs Further Consideration	Not Started
68	Decline	Decline
69	Decline	Decline
70	Needs Further Consideration	Not Started
75C	Needs Further Consideration	Underway

82	Needs Further Consideration	Underway
83	Needs Further Consideration	Not Started
84	Needs Further Consideration	Not Started
90	Needs Further Consideration	Underway
91	Decline	Decline
92	Needs Further Consideration	Underway
93	Partially Accept	Ongoing
94	Accept	Complete

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response at June 2026	Status at June 2026
8	Needs Further Consideration	Not Started
9	Needs Further Consideration	Not Started
10	Decline	Decline
11	Needs Further Consideration	Underway
16	Needs Further Consideration	Underway
17	Needs Further Consideration	Underway
18	Partially Accept	Ongoing
21	Decline	Decline

Action area: Acknowledge victim & survivor experiences

Agencies involved

Department of the Prime Minister and Cabinet | Ministry of Health | Health New Zealand | Ministry of Education | Crown Response Office | Ministry of Justice | Public Service Commission | Crown Law Office | Ministry of Social Development | Department of Corrections | Department of Internal Affairs | New Zealand Police | Oranga Tamariki

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
10	Partially Accept	Complete
11	Partially Accept	Complete
71	Accept Intent	Underway
72	Accept Intent	Underway

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
2	Partially Accept	Complete
3	Partially Accept	Complete
5	Accept Intent	Underway

19	Accept Intent	Underway
20	Partially Accept	Underway

Objective Two: Make the current care system safe

This objective brings together the Royal Commission's recommendations aimed at making the current care system safe. It covers work to strengthen care system leadership, monitoring, reporting and oversight, and to support safer policies, processes, places and workforce settings across the care system. It also includes recommendations focused on how contemporary abuse and neglect in care are identified and responded to.

Action area: Provide care system leadership

Agencies involved

Ministry of Health | Ministry of Education | Crown Response Office | Ministry of Justice | Ministry of Social Development | Public Service Commission | Ministry for Pacific Peoples | Whaikaha – Ministry of Disabled People | Te Puni Kōkiri | New Zealand Police | Oranga Tamariki

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
9	Needs Further Consideration	Underway
75A	Needs Further Consideration	Not Started
75B	Needs Further Consideration	Not Started

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
39	Needs Further Consideration	Underway
40	Needs Further Consideration	Underway
41	Needs Further Consideration	Underway
43	Needs Further Consideration	Underway
44	Partially Accept	Underway
45	Needs Further Consideration	Underway
46	Needs Further Consideration	Underway
49A	Needs Further Consideration	Not Started
49B	Needs Further Consideration	Not Started
49D	Needs Further Consideration	Not Started
50	Needs Further Consideration	Not Started
51	Needs Further Consideration	Not Started
53	Needs Further Consideration	Not Started
54	Needs Further Consideration	Not Started
55	Needs Further Consideration	Not Started

56	Needs Further Consideration	Not Started
63C	Needs Further Consideration	Not Started
116	Needs Further Consideration	Not Started
119	Needs Further Consideration	Underway
123A	Partially Accept	Underway
123B	Partially Accept	Underway
123C	Decline	Decline
124	Partially Accept	Underway

Action area: Monitor, report & provide oversight

Agencies involved

Ministry of Health | Ministry of Education | Ministry of Justice | Ministry of Social Development | Te Puni Kōkiri | Public Service Commission | New Zealand Police | Oranga Tamariki | Whaikaha – Ministry of Disabled People

Recommendation response and status

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
52	Needs Further Consideration	Underway
85A	Needs Further Consideration	Underway
85B	Needs Further Consideration	Underway
86	Needs Further Consideration	Underway
87	Needs Further Consideration	Not Started
120	Needs Further Consideration	Underway

Action area: Identify & respond effectively to abuse & neglect

Agencies involved

Ministry of Health | Ministry of Education | Ministry of Social Development | New Zealand Police | Oranga Tamariki | Crown Law Office | Ministry of Justice | Ministry of Business, Innovation and Employment (Accident Compensation Policy)

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
78	Needs Further Consideration	Underway
79	Decline	Decline
80	Accept Intent	Complete

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
6	Accept Intent	Underway
7	Accept Intent	Underway
22A	Accept Intent	Complete
22B	Accept	Complete
22C	Partially Accept	Complete
22D	Accept	Complete
22E	Partially Accept	Complete
23	Accept	Complete
24	Accept	Underway
25	Accept	Ongoing
26	Accept	Underway
27A	Accept Intent	Complete
27B	Accept	Complete
27C	Decline	Decline
28	Needs Further Consideration	Not Started
29	Needs Further Consideration	Not Started
30	Needs Further Consideration	Not Started
31	Accept	Underway
32	Needs Further Consideration	Not Started
34	Accept	Underway
35	Accept Intent	Complete
37	Needs Further Consideration	Underway
38	Needs Further Consideration	Not Started
69	Needs Further Consideration	Underway

Action area: Ensure safety-focused policies, processes & places

Agencies involved

Ministry of Health | Ministry of Education | Ministry of Justice | Ministry of Social Development | Whaikaha – Ministry of Disabled People | Ministry of Business, Innovation and Employment (Health and Safety Policy) | Department of Internal Affairs | Oranga Tamariki

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
77	Needs Further Consideration	Underway

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
47	Needs Further Consideration	Underway
48	Needs Further Consideration	Not Started
49C	Needs Further Consideration	Not Started
70	Needs Further Consideration	Not Started
72	Needs Further Consideration	Underway
73	Needs Further Consideration	Underway
74	Needs Further Consideration	Underway
75A	Needs Further Consideration	Not Started
75B	Needs Further Consideration	Not Started
75C	Needs Further Consideration	Underway
75D	Needs Further Consideration	Not Started
79	Needs Further Consideration	Not Started
80	Needs Further Consideration	Not Started

Action area: Enable a safe and capable workforce

Agencies involved

Ministry of Health | Ministry of Education | Ministry of Justice | Ministry of Social Development | New Zealand Police | Oranga Tamariki

Recommendation response and status

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
33	Accept Intent	Underway
57	Needs Further Consideration	Not Started
58A	Needs Further Consideration	Underway
58B	Accept	Underway
58C	Needs Further Consideration	Not Started
59	Accept	Ongoing
60	Needs Further Consideration	Underway
61	Needs Further Consideration	Underway
62	Accept	Ongoing
63A	Needs Further Consideration	Not Started
63B	Needs Further Consideration	Not Started
63D	Needs Further Consideration	Not Started
63E	Needs Further Consideration	Not Started

63F	Needs Further Consideration	Not Started
63G	Needs Further Consideration	Not Started
63H	Needs Further Consideration	Not Started
63I	Needs Further Consideration	Not Started
64	Needs Further Consideration	Underway

Objective Three: Empower those in care, their families, whānau and communities

This objective brings together the Royal Commission's recommendations aimed at supporting and empowering people in care, their families, whānau and communities. It covers work to improve recordkeeping and access to records, prevent entry into State care, and strengthen how the voices and experiences of people in care, their families, whānau and communities inform decisions and services.

Action area: Prevent entry into State care

Agencies involved

Ministry of Health | Ministry of Education | Ministry of Social Development | Whaikaha – Ministry of Disabled People | Te Puni Kōkiri | Oranga Tamariki | Ministry of Justice | New Zealand Police | Accident Compensation Corporation | Health New Zealand | Ministry of Business, Innovation and Employment (Labour Inspectorate) | Department of Internal Affairs (Charities Services) | WorkSafe New Zealand

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
73	Needs Further Consideration	Not Started
74	Needs Further Consideration	Not Started

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
71	Accept Intent	Ongoing
78	Accept Intent	Ongoing
88	Accept Intent	Ongoing
111	Needs Further Consideration	Not Started
112	Needs Further Consideration	Not Started
115	Needs Further Consideration	Not Started
121	Needs Further Consideration	Not Started
122	Needs Further Consideration	Not Started
128	Needs Further Consideration	Not Started

Action area: Listen to the voices of those in care

Agencies involved

Ministry of Health | Ministry of Education | Ministry of Justice | Ministry of Social Development | Whaikaha – Ministry of Disabled People | Te Puni Kōkiri | Oranga Tamariki | Public Service Commission | Department of Corrections

Recommendation response and status

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
63J	Accept	Complete
65	Needs Further Consideration	Not Started
66	Needs Further Consideration	Not Started
67	Needs Further Consideration	Not Started
68	Needs Further Consideration	Not Started
76	Needs Further Consideration	Not Started
77	Needs Further Consideration	Not Started
83	Needs Further Consideration	Not Started
84	Needs Further Consideration	Not Started
114	Accept Intent	Underway

Action area: Improve recordkeeping and access to records

Agencies involved

Ministry of Health | Health New Zealand | Ministry of Education | Crown Response Office | Ministry of Justice | Ministry of Social Development | New Zealand Police | Department of Corrections | Department of Internal Affairs | Archives New Zealand | Oranga Tamariki

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
85	Accept Intent	Ongoing
86	Accept Intent	Ongoing
87	Accept Intent	Complete
88	Accept Intent	Complete
89	Accept Intent	Ongoing

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
81	Accept Intent	Underway
82	Accept Intent	Underway

Implementation recommendations

Action area: Undertake an independent review of the response

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
60	Partially Accept	Not Started

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
136	Needs Further Consideration	Not Started
138	Needs Further Consideration	Not Started

Action area: Publish the Crown response & report on it annually

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
95	Decline	Decline

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
42	Needs Further Consideration	Not Started
113	Accept	Complete
130	Partially Accept	Complete
131	Partially Accept	Underway
133	Partially Accept	Underway
134	Decline	Decline
137	Decline	Decline

Action area: Partner with Māori and give effect to Te Tiriti o Waitangi

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
2	Accept Intent	Underway
13	Accept Intent	Underway

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
14	Accept Intent	Underway

117	Accept Intent	Underway
126	Accept Intent	Underway

Action area: Implement all recommendations, with cross party agreement

Recommendation response and status

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
1	Needs Further Consideration	Underway
125	Needs Further Consideration	Underway
132	Partially Accept	Underway
135	Decline	Decline

Action area: Give effect to human rights

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
3	Accept Intent	Underway

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
15	Accept Intent	Underway
118	Accept Intent	Underway

Action area: Co-design the response with care system participants & stakeholders

Recommendation response and status

Report: He Purapura Ora, he Māra Tipu from Redress to Puretumu Torowhānui

Recommendation	Response as at June 2026	Status as at June 2026
6	Accept Intent	Underway
7	Accept Intent	Underway
8	Accept Intent	Underway
14	Accept Intent	Underway

Report: Whanaketia – Through pain and trauma, from darkness to light

Recommendation	Response as at June 2026	Status as at June 2026
127	Accept Intent	Underway
129	Accept Intent	Underway



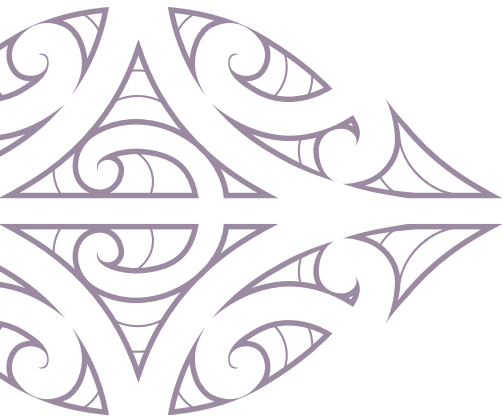
Lead Coordination Minister

Government's Response to the Royal Commission's Report into Historical Abuse in State Care and in the Care of Faith-based Institutions portfolio

Vote Public Service

Reporting in relation to selected non-departmental appropriations for the year ended 30 June 2026

Presented to the House of Representatives pursuant to section 19B of the Public Finance Act 1989



Minister's introduction

Te Takamua a te Minita

In accordance with section 19B of the Public Finance Act 1989 (the Act), as a Minister having responsibility for non-departmental appropriations within Vote Public Service in 2025/26, I submit the following report on those non-departmental appropriations in the Vote that were not granted an exemption from reporting under section 15D of the Public Finance Act 1989.

A non-departmental appropriation authorises a Minister to engage providers or suppliers outside of government departments to deliver services or produce outputs. The relevant appropriation is the Lake Alice Unit Torture Redress Payments Multi-Category Appropriation.

The purpose of this appropriation is to support and enable redress payments to survivors of torture at the Lake Alice Child and Adolescent Unit. This report outlines the intended outcomes of this appropriation, alongside the financial and non-financial performance for the period of 1 July 2025 to 30 June 2026.

The Lake Alice Unit Torture Redress Payments Multi-Category Appropriation has a single performance measure designed to provide an overall assessment on the performance of the appropriation. The individual categories within the appropriation were granted an exemption from reporting and are listed in the Appendix at the end of this report.

The performance information in this report has not been audited.

Hon Erica Stanford

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

Summary of performance

Whakarāpopototanga o ā Mātou Whakatutukinga

Lake Alice Unit Torture-Redress payments

Scope of appropriation

Non-Departmental Output Expenses

- Support for Survivors of Torture at the Lake Alice Child and Adolescent Unit
This category supports survivors of torture at the Lake Alice Child and Adolescent Unit to access the services they need to engage in the redress process.

Non-Departmental Other Expenses

- Redress Payments for Survivors of Torture at the Lake Alice Child and Adolescent Unit
This category provides redress payments to survivors of torture at the Lake Alice Child and Adolescent Unit.

Intention statement

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.

Financial performance

2025 Actual	2026 Actual	2026 Budget Unaudited	2026 Supps Unaudited	2027 Forecast Unaudited
\$000	\$000	\$000	\$000	\$000
- Non-Departmental Output Expenses				
428 Support	590	550	2,192	-
Non-Departmental Other Expenses	-			
26,500 Claims	-	150	150	-
26,928 Total Appropriation	590	700	2,342	-

Commentary

The Lake Alice torture-redress claims process is now closed. No redress payment expense was recorded in 2025/26 because the full estimated cost of redress payments was recognised in 2024/25. Support services continued to be provided during the year to help survivors engage with the redress process. These services cost \$589,000 in 2025/26.

Non-financial performance

What we achieved

Performance Measure and Target

A redress system for survivors of torture at the Lake Alice Child 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 Note 1)

Performance Standard	2021/22	2022/23	2023/24	2024/25	2025/26 Result	Status
Achieved	New Measure	New Measure	New Measure	Achieved	Achieved	

Commentary

The Crown Response Office made redress payments to 55 claimants over the course of the financial year. The average time from the receipt of documentation from eligible claimants to the payments being made was 2 working days. All redress payments were made within 10 working days.

An individualised apology was drafted for each eligible survivor, explicitly acknowledging the torture they experienced. Apologies were provided once all required signatures had been obtained, and the redress process was completed.

Support for survivors was provided in line with their individual needs and engagement in the redress process. This included access to legal services, financial advice, counselling, and other wellbeing support tailored to meet the specific needs of each survivor

Measurement approach

- A comparison between the date all required documents were received from an eligible claimant (or their legal representative), including the statutory declaration, verified bank account details, and signed settlement agreement and the date the payment was made to the claimant.

Relevance

- Central government agencies are committed to paying 95% of domestic invoices within 10 working days. Whilst the nature of the measured payment facilitated by the Crown Response Office is not due to receipt of a domestic invoice, the same target and timeframe has been applied as a measure of timeliness.

Disclosure Note 1

This new measure was introduced in 2024/25 to align with the Government’s response to redress for torture at the Lake Alice Child and Adolescent Unit. On 16 December 2024, Cabinet agreed to provide redress. The 2024/25 result was an average of 2 working days from receipt of documentation from eligible claimants to payments being made, which is consistent with the 2025/26 result.

Appendix: Exemptions from end-of-year reporting

The following categories within the Lake Alice Unit Torture-Redress Payments multi-category appropriation are exempt from end-of-year performance reporting under Vote Public Service.

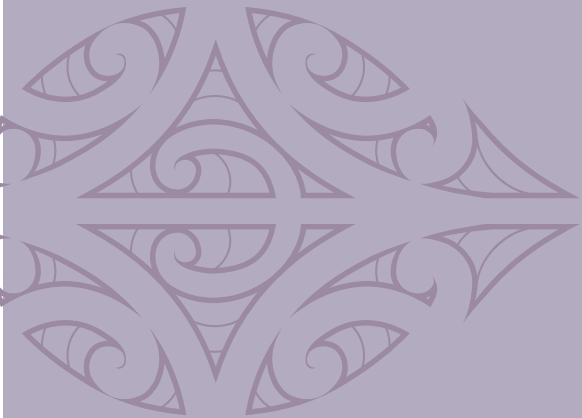
Lake Alice Unit Torture-Redress Payments

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

- 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

- 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.





New Zealand Government
Te Kāwanatanga o Aotearoa