



PROCUREMENT.GOV.T.NZ

Your thoughts about how government purchases  
banking services, and what banking services you  
provide to government

# Discussion Document

## relating to All-of-Government banking services

19 June 2013



## What is this all about?

This discussion document is issued by the Ministry of Business, Innovation and Employment (**MBIE**) and the New Zealand Treasury to engage with the banking industry on the potential for establishing an All-of-Government (**AoG**) banking services solution.

This discussion document seeks to stimulate discussion between us and you and help government make fair, informed and well-considered choices relating to its banking services needs.

Engagement from the banking industry is requested on:

- the scope of banking services provided to government
- timescales for any AoG tendering process relating to banking services
- the benefits of establishing an AoG banking services solution

When preparing your submission, please:

- use the submission template provided (which sets out all the questions)
- direct your comments to specific questions
- provide electronic submissions in both .pdf format and an editable format such as Word (to assist compilation of submissions).

This will help your comments to be processed, understood and taken into account.

## Background and objectives

The current core transactional banking services for government have been in place for over 20 years, over which time there has been considerable evolution in banking services, payment methods and settlement systems.

The primary contract governing the Crown's banking arrangements is the 2004 Domestic Transaction Banking Services Master Agreement with Westpac Banking Corporation (the **Master Contract**). The Master Contract exclusively covers the core transactional banking services associated with the operation of government departments' bank accounts for the purpose of processing domestic receipt and payment transactions.

To view government banking services and historical volumes data, please refer to Appendix 4.

The requirements for government banking have changed considerably over time and the scope of the Master Contract is no longer sufficient to meet the current and future banking needs of government. Tendering for core transactional banking services under an AoG banking services solution would provide the opportunity to establish common shared, innovative and integrated banking service delivery models for government. This should provide access to economies of scale, better value-for-money, process efficiencies, and better interaction for financial payments between government, business and taxpayers and ratepayers.

In establishing an AoG banking services solution, government would be seeking to maximise opportunities to realise benefits from:

1. the innovation and flexibility of local and overseas banking service providers;
2. standardising and streamlining agency and public interactions through payables and receivables; and
3. unlocking value currently trapped in disparate, inefficient and manual processes.

Ultimately, this AoG initiative would seek to ensure that banking services to government are fit for purpose and provide best value for money to meet current government agency requirements, yet agile enough to accommodate innovation in banking and financial services for the future.

### **Provider Pre-Conditions:**

1. Potential providers of AoG transactional banking services must directly participate in the settlement systems that are used to exchange inter-bank payments that result from customer transactions. The relevant settlement systems are established and operated by Payments New Zealand Limited.
2. Potential providers must have a minimum long-term credit rating of at least A- (or equivalent) from a registered credit rating agency recognised by NZDMO.

### **Eligible Agencies:**

The government agencies that would be eligible to participate under any AoG banking services solution are those agencies in the wider Public Sector. They include:

- Public Service departments
- State Service agencies
- State Sector agencies
- Approximately 2,500 schools
- Wider Public Sector including regional, district and city councils

(See Appendix 2 for a detailed sector breakdown)

## About Us

The potential establishment of an AoG banking services solution is led by MBIE's Government Procurement Branch (**GPB**). This initiative is supported by the New Zealand Debt Management Office (**NZDMO**) and other government agencies within the Public Sector.

The key players, policies and programmes relating to this AoG initiative include:

1. **NZDMO** was established in 1988 to manage the Crown's debt and related financial assets. NZDMO is an operating unit of the New Zealand Treasury and is responsible for the centralised functions of cash management for the Crown. In particular, NZDMO is responsible for funding the Crown's long-term cash requirements and managing the Crown's consolidated balance sheet. It currently manages the Master Contract for the New Zealand Government's core domestic banking transactions.
2. **GPB** was established when Cabinet approved the Procurement Reform Programme (the **Programme**) in 2009 with a mandate to transform government procurement policy and practice. In 2012, Cabinet granted Procurement Functional Leadership (**PFL**) to the Chief Executive of MBIE to accelerate and broaden the Programme. PFL builds on the initiatives and momentum gained from the Programme, with a greater focus on building procurement capability and effectiveness across the Public Sector. PFL calls for rapid change in government procurement performance and focuses on building capability and delivering tangible cost savings.
3. **AoG** contracts are delivered by GPB and establish a single supply agreement between the Crown and each approved supplier for utilisation of selected goods and services across government. The contracts deliver a range of benefits to government, suppliers and, ultimately, the New Zealand taxpayer and ratepayer. The benefits include: cost savings to government, taxpayers and ratepayers; productivity gains for government and suppliers; and improved competition. The new Government Rules of Sourcing provide an explanation about AoG contracts which you can view here: [Government Sourcing Rules](#) (see Rule 55).
4. **Better Public Services key result areas** have synergies with the establishment of any AoG banking services solution. Delivering better public services within tight financial constraints is one of the New Zealand Government's priorities. Ten specific results have been identified, set across five result areas. MBIE and NZDMO consider that any AoG banking services solution will contribute positively to **Results 9-10 - Improving interaction with government**.

For more information on what is being done to deliver a high performing State Sector that provides outstanding results for New Zealanders, see [Better Public Services - next priorities](#)

# Objectives

Government banking services are a complex area with a number of bespoke requirements and a multitude of stakeholders. Some of the key objectives identified include:

## NZDMO Objectives

The Crown's domestic transactional banking objectives are to ensure that:

- The Crown's banking policy and arrangements meet the requirements of the Public Finance Act 1989, thereby ensuring that government agencies do not borrow and that appropriate risk management controls and accountabilities are in place.
- Transactional banking services meet the requirements of the Crown, and each department, and are delivered in the most efficient and cost-effective manner.
- Surplus cash is managed in a cost-effective manner across the Crown.
- Intra-day and inter-day Crown credit exposure to transactional banks is minimised.
- Competitive neutrality is maintained within the private banking sector by ensuring the Crown's transactional bank or banks are not advantaged relative to other competing banks by holding a float of government funds.

## AoG Objectives

Any AoG contract for banking services has the following objectives.

- Meet NZDMO objectives.
- Increase understanding in the marketplace of the unique nature of government banking arrangements and the Crown's consolidated approach to cash management.
- Apply the aggregated purchasing power across government to achieve competitive pricing.
- Provide a range of banking solutions that can easily be implemented across government as and when required.
- Achieve standardised pricing across government for similar services that should attract like for like pricing.
- Encourage service providers to demonstrate innovation in banking services.
- Match payment needs across government to those service providers most capable of providing the services required and at good value for money.
- Achieve overall cost savings for government in respect of banking services.
- For core banking transactions, test the banking market for the first time since 1989, demonstrating principles of open and competitive tendering.
- Help achieve Better Public Service objectives.

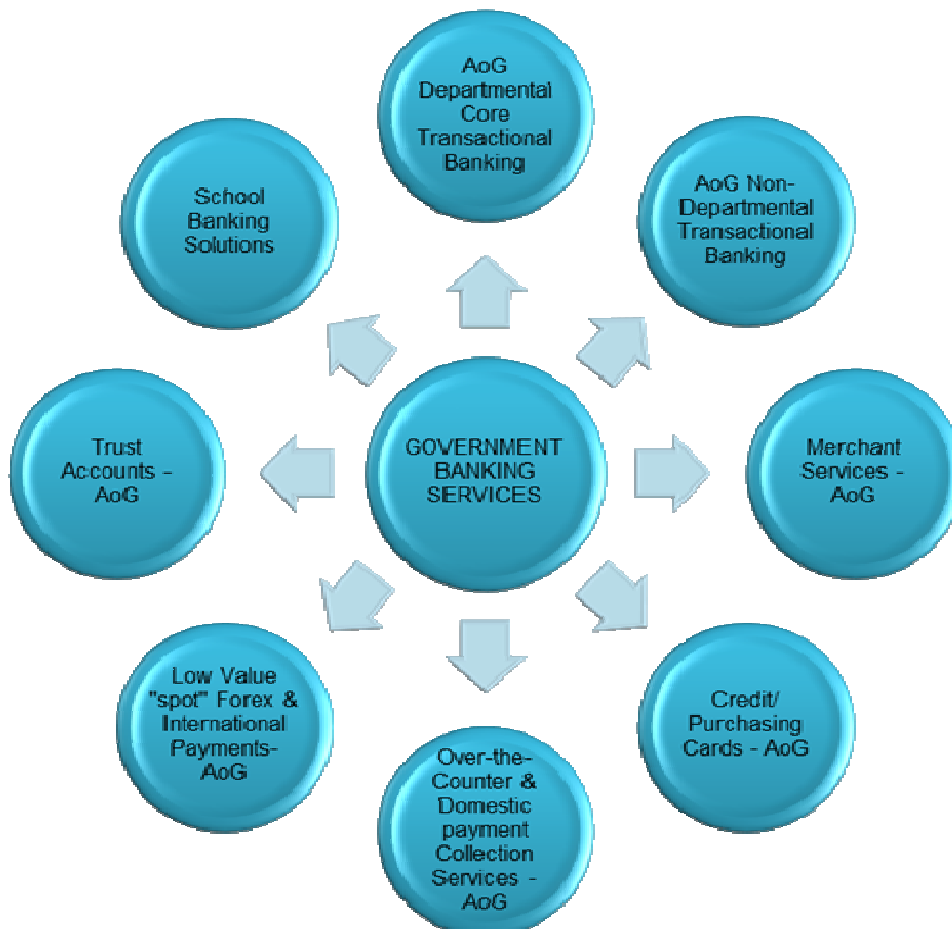
## What will the end solution look like?

There are a number of ways that we could present this opportunity to the banking industry and agencies.

Our preferred option is that core transactional banking services currently under the Master Contract should be ring-fenced as its own AoG solution given the Crown’s consolidated cash management requirements, the specific banking requirements of a number of Public Service and non-Public Service departments and other complexities. Furthermore, we are of the view that all such departments should have the same provider for these banking services.

In tendering the remainder of the sub-categories of banking services under an AoG solution, we envisage the establishment of a panel of providers for each sub-category. This would enable government to access and realise the benefits of innovation and flexibility from a range of local and global banking service providers. A panel arrangement, if viable, would also give government agencies optimal choice in respect of quality of service, value, price and capability, all on standardised terms.

The possible sub-categories for any AoG banking services solution are:



\*Please refer to Appendix 1 for a description of in-scope banking services under these sub-categories.

Alternatively, another viable option is to structure some sub-categories of banking services by clusters or sectors. For example, tertiary sector, councils, schools etc.

## Key factors for a successful AoG banking services solution

The factors highlighted below are what we consider important when developing an AoG banking services solution. Your industry knowledge and input will help shape how this may be best developed and implemented.

## Key Considerations

Key considerations for an AoG banking services solution include:

- Suitable measures in place for on-going banking service requirements across government to meet the Crown's cash management, liquidity and credit risk objectives.
- Better value achieved for government through aggregation, standardisation, cost reduction and process efficiencies.
- Effective risk management of **operational and reputational risks** resulting from any transition or introduction of banking services to a new provider(s).

## Account Management

The AoG Banking Services Category would like to implement robust relationship and account management principles. The aim is to establish a framework that facilitates a strong and responsive relationship with the service provider(s). The key areas that we are focussed on are:

- (i) Relationship management.
- (ii) Account management.
- (iii) Contract administration.
- (iv) Emergency support.
- (v) Tabling of innovation and/ or added value services.

## Potential Tender Evaluation Considerations

This discussion document is not a Request for Proposal (**RFP**). Should we progress to issuing an RFP to establish an AoG banking services solution, the tendering process and evaluation considerations would include the following:

Each proposal under any AoG tendering process would be subject to an initial pass / fail assessment for compliance that all information requested within the Request for Proposal (**RFP**) has been provided.

Each proposal that passes the initial gateway would be evaluated against the proposed evaluation criteria, which would be weighted according to criticality and importance. These weightings would be disclosed in the RFP.

The proposed evaluation criteria for any RFP (in no particular order of priority) include:

- Capability: ability to meet the requirements and meet any service levels specified.
- Capacity: infrastructure and ability to fulfil the requirements.
- Pricing: comparison of the proposed pricing mechanisms, rebates, discounts etc.
- Corporate structure: demonstrable organisational capability and financial stability.
- Innovation: evidence of innovation and leading edge solutions.
- Risk Management: a proactive and sound understanding of risks and risk management.
- Implementation: carefully considered change management plan that accounts for complex stakeholders.
- Security: demonstrable evidence of security of data and fraud control.
- Relationship and Account Management: demonstrable evidence of government being a “customer of choice” and structures to support this, ranging from strategic to tactical.
- Value proposition: providing a value proposition for government that will unequivocally demonstrate value for money.

## Proposed Contract Term

We consider that the term of any AoG contract resulting from a RFP for core transactional banking services would need to be at least 5 years. The costs involved for providers in responding to such a tender, as well as the resources needed to transition organisations, requires a contract term of sufficient length to make it attractive for all interested parties.

We consider that the contract term for all other sub-categories should be for a minimum of 5 years and should possibly include two extension periods, each of two years, to encourage ongoing competitive tension.

## Critical Success Factors (CSFs)

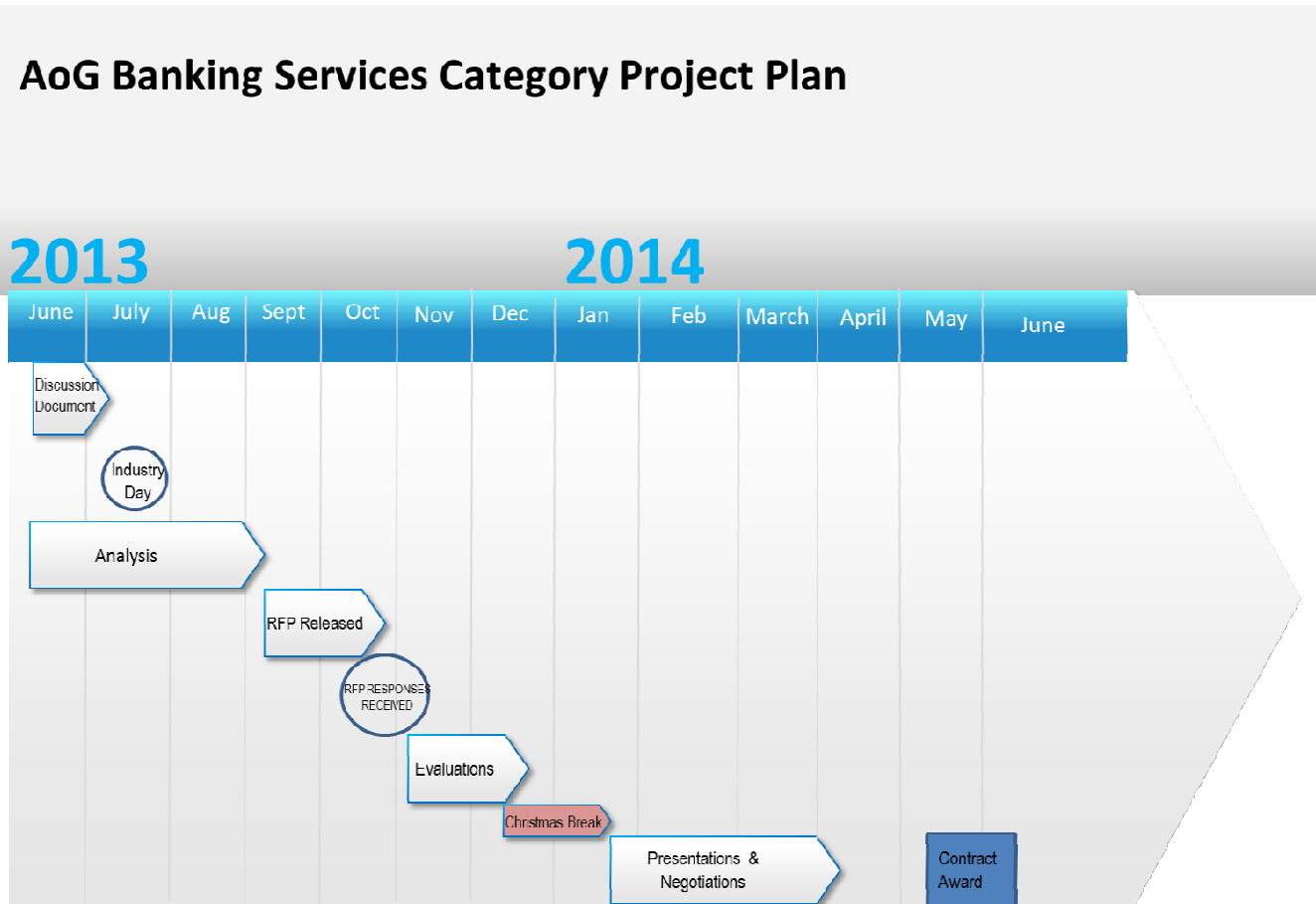
The tendering and implementation of an AoG banking services solution is a complex process and we consider the high level CSFs include:

1. Demonstrable value for money.
2. Operational risk minimisation.
3. Innovative service capability.
4. Successful integration of innovative banking solutions.
5. Demonstrable process improvements.
6. Successful change management.



## Timescales

We are proposing the following timescales to ensure a high quality outcome for any AoG banking services solution:



## A Possible RFP Pricing Schedule

There are a variety of ways for us to request pricing information in an RFP. We are proposing to request unit cost / transaction + fees for each sub-category of banking services.

Eg:

Product	Unit	Rate per unit	Volume	Comment
<b>Transactional Banking Services</b>				
Service A				
Service B				
Service C				
<b>Any other transactional banking transition fees &amp; charges</b>				

## Interested? Next steps

We have provided some questions for you in Appendix 3. These questions are also provided in the separate Word document entitled 'Appendix 3: Response Template'.

We would appreciate submission of your response no later than **10am, 4 July 2013**. If you have any questions, please get in touch by emailing [banking.coe@mbie.govt.nz](mailto:banking.coe@mbie.govt.nz).

After we have collated and analysed responses, we will begin setting parameters around what banking services may be covered by any AoG solution.

## Questions?

We hope this discussion document has clearly articulated the information you need to submit a response. However, if you have any questions, please email [banking.coe@mbie.govt.nz](mailto:banking.coe@mbie.govt.nz).

## Anything else you should know?

### Disclaimer

Views expressed in this document are the views of MBIE and the New Zealand Treasury and do not reflect government policy.

The issue of, and response to, this discussion document is for information-gathering purposes only and is not to be construed as representing or creating any binding obligation on MBIE or the New Zealand Treasury to enter into any legal commitment whatsoever or as being any commitment by MBIE or the New Zealand Treasury to make any purchase of banking services.

The Crown does not accept any responsibility (whether in contract, tort, equity or otherwise) for any action taken, or reliance placed on, any part, or all, of the information in this discussion document or for any error in, or omission from, this discussion document .

### Disclosure of information

Subject to our legal obligations (including under the Official Information Act 1982) and our obligations to Parliament, MBIE and the New Zealand Treasury will not:

- publish the content of any submission received in response to this discussion document; or
- provide commercially sensitive information to any third party,

except that we may share, under obligations of confidence, your submission with relevant government agencies as part of the development of any Request for Proposal for AoG Banking Services.

When making your submission, please state if you have any objections to the release of any information contained in your submission and identify which parts of your submission you request to be withheld and the grounds under the Official Information Act 1982 for doing so (e.g., that it would likely unfairly prejudice the commercial position of the person providing the information).

## APPENDIX 1: BANKING SERVICES

Below is a list of the banking services that are considered **in-scope** for this discussion document:

IN-SCOPE SERVICES CATEGORY	SERVICES
Core Transactional Banking Services	<p>Bank clearance procedures</p> <p>Direct debits/ direct credits</p> <p>Cheque cashing facilities</p> <p>Desktop Banking</p>
Merchant Services	<p>Services including management of network connections along with provision of hardware (sale or lease)</p>
Purchase and/ or Credit Cards & Transaction Management Systems (TMS)	<p>Cards widely accepted by merchants</p> <p>TMS – reliable system that provides transparency around spend</p>
Over the Counter (OTC) and Domestic Payment Services	<p>Payments made in person by cash, cheque, or EFTPOS at any branches</p>
Trust Accounts	<p>There are currently 83 Trust Accounts in operation. Trust money held by the Crown is managed separately from public money.</p>
Schools	<p>Current accounts, Internet banking. Perhaps a customized off the shelf solution.</p>
International Banking Requirements	<p>Transfer of funds</p> <p>Operation of foreign currency accounts</p>
Working Capital	<p>Facilities to manage credit and debit balances</p> <p>If aggregated, ability to maximise returns through optimising the mix of overnight, on call and short term deposits, term investments, overdraft and short term debt</p>
<b>Unique Requirements</b> – Ministry of Social Development (MSD) Stored Value Payment Card	<p>This is a very unique service which was developed in response to a business need that only MSD has. We will provide further detail as part of the RFP.</p>

## APPENDIX 2: SUPPLEMENTARY INFORMATION

---

### **Government agencies**

By government agencies, we mean New Zealand government agencies in the Public Service, State Service, State Sector and Public Sector. A list of eligible agencies is found at Appendix 5.

### **Government Rules of Sourcing**

The new Government Rules of Sourcing (the **Rules**), which come into effect on 1 October 2013, will replace the Mandatory Rules for Procurement by Departments that were issued by the Ministry of Economic Development in 2006.

If you provide banking services to any government agency, we recommend you familiarise yourself with the new Rules. They are straight-forward and easy to read – you can view a copy [here](#).

### **Will government agencies be required to implement any AoG banking services solution?**

Please refer to the new Government Rules of Sourcing – in particular, Rule 55 about AoG contracts and Rule 6 about which agencies the Rules apply to.

### **Can overseas providers supply goods and services under AoG contracts?**

Yes, we welcome responses from overseas persons or organisations that meet our pre-conditions set out on page [3].



## Discussion Document

### **Appendix 3: Questions**

Thank you for taking the time to provide us with information to help shape an AoG banking services solution that will benefit providers and government agencies. **Please respond by 10am, 4 July 2013.**

Your views are important to us and we encourage you to provide complete and comprehensive responses.

Please note that we are unable to accept marketing information or other supplementary information (including attachments) at this time.

Question	
<b>YOUR CONTACT DETAILS</b>	
1.	Name of organisation:
1a.	Contact person's name:
1b.	Contact person's email address:
1c.	Contact person's phone number:
2.	Head office location:
<b>BANKING SERVICES</b>	
3.	Do you consider a panel arrangement for each of the AoG banking services sub-categories (excluding departmental core transactional banking services) is the most viable vehicle for government to access "best-in-class" services of that nature?
4.	What do you feel are the implications of different sized panels or do you feel that there may be an optimal panel size for each sub-category?
5.	Do you feel an agency cluster or sector approach to sub-categories is a viable option?
6.	Are there alternative mixes of services or sub-categories that could realise the same level of benefits but in a more effective way?
7.	Do you feel that the schedule of in-scope services listed in Appendix 1 is sufficiently

	complete and clear? Are there any other services that you think we should consider as part of an AoG banking services solution?
8.	Do you agree that the KEY considerations mentioned in this discussion document are relevant for government? Are there any other key considerations that should be explored?
9.	Are there any other account management areas or activities that should be further considered for successful solution implementation and on-going management?
10.	Do you feel that the proposed evaluation criteria are comprehensive? Are there any other criteria that you would like us to consider?
11.	Do you feel, for each proposed sub-categories, that the proposed AoG contract term is appropriate? Are there any other contractual approaches or mechanisms that you would like us to consider?
12.	Do you feel the Critical Success Factors can be translated into objectives that the banking industry would be able to respond to and government would be able to measure? Are there any other success factors you would like us to consider?
13.	Do you think the timescales are achievable?
14.	For each sub-category, how appropriate do you think the proposed pricing methodology is? Are there any other pricing models you think would enable us to better evaluate the competitiveness and value for money offerings of respondents?
15.	Is there anything else you think we should consider or be aware of? As an example, are there examples of good banking practice that you wish to propose for our consideration?

## Appendix 4 – Services and Historical Volumes

### Transactions Under Master Agreement

	30-Jun-12	30-Jun-11	30-Jun-10	30-Jun-09	30-Jun-08
Total number of transactions	91.5m	92.5m	88.8m	82.1m	80.05m

### Historical Contract Volumes

	30-Jun-11	30-Jun-10	30-Jun-09	30-Jun-08	30-Jun-07
Transaction Charges	12,410,271	11,787,171	11,171,729	10,603,713	9,844,150
Direct Credits - MSD	52,519,566	52,485,781	47,255,191	44,862,371	44,459,625
Direct Credits - Other Depts	14,279,237	14,307,452	13,610,951	12,765,057	7,221,060
Deskbank / Corp Online Payments	10,273,767	7,247,850	6,631,758	7,838,811	5,895,480
Clearance Charges - IR Centres	2,501,074	2,782,417	3,192,654	3,536,433	3,726,425
Clearance Charges - Other trans	478,621	536,579	598,186	679,950	773,629
Dishonours	41,738	39,638	37,945	31,791	29,788
Stop Payments	17,137	31,067	20,766	25,930	19,868
Total Number of Transactions	92,521,411	82,519,180	80,344,056	71,970,025	67,628,864

### Merchant Services (2011)

	Accepts EFTPOS Payments	No of Merchant Records	Credit Card trans (present / not present)	Credit Card trans over the Internet
<b>PUBLIC SERVICE DEPARTMENTS</b>				
Ministry for Primary Industries	Yes	21	Yes	Yes
Department of Building and Housing	Yes	5	Yes	Yes
Canterbury Earthquake Recovery Authority				
Department of Conservation				
Department of Corrections (Westpac)	Yes	2	Yes	
Department of Corrections			Yes	Yes
Crown Law Office				
Ministry for Culture and Heritage				
Ministry of Defence				
Ministry of Economic Development			Yes	Yes
Ministry of Education				
Education Review Office				



	Accepts EFTPOS Payments	No of Merchant Records	Credit Card trans (present / not present)	Credit Card trans over the Internet
Ministry for the Environment				
Ministry of Fisheries				
Ministry of Foreign Affairs and Trade				
GCSB				
Ministry of Health	Yes	1	Yes	Yes
Inland Revenue Department			Yes	Yes
Department of Internal Affairs	Yes	40	Yes	Yes
Ministry of Justice	Yes	489	Yes	Yes
Department of Labour	Yes	49	Yes	Yes
Land Information New Zealand	Yes	5	Yes	Yes
Ministry of Maori Development				
New Zealand Customs Service	Yes	17	Yes	
Ministry of Pacific Island Affairs				
Department of the Prime Minister and Cabinet				
Ministry of Science and Innovation				
Serious Fraud Office				
Ministry of Social Development			Yes	Yes
Statistics New Zealand				
Ministry of Transport				
The Treasury				
<b>NON-PUBLIC SERVICE DEPARTMENTS</b>				
Office of the Clerk of the House of Representatives				
New Zealand Defence Force				
New Zealand Police	Yes	4	Yes	Yes
New Zealand Security Intelligence Service				
Parliamentary Counsel Office				
Parliamentary Service	Yes	1	Yes	

## Purchasing and Credit Cards (2011)

<b>Agency</b>	<b>Number of Cards</b>
<b><u>Government Departments</u></b>	
In total (29+4) agencies identified	7,906
<b><u>Crown Entities - Crown Agents</u></b>	
In total 10 agencies identified	2,006
<b><u>Autonomous Crown Entities</u></b>	
In total 1 agency identified	16
<b><u>Crown Entity Companies</u></b>	
In total 1 agency identified	129
<b><u>Crown Entity Companies – CRI's</u></b>	
In total 5 agencies identified	800
<b><u>Tertiary Education Institutes</u></b>	
In total 8 agencies identified	3,361
<b><u>Schedule 4 PFA Organisations</u></b>	
In total 1 agency identified	28
<b><u>State Owned Enterprises</u></b>	
In total 4 agencies identified	3,240
<b><u>Local Government</u></b>	
In total 10 agencies identified	947
<b>Total</b>	<b>18,433</b>

# Appendix 5 – New Zealand Public Sector Organisations

## Public Service

1. Canterbury Earthquake Recovery Authority
2. Crown Law Office
3. Department of Conservation
4. Department of Corrections
5. Department of Internal Affairs (inc Charities Commission & National Library)
6. Department of the Prime Minister and Cabinet
7. Education Review Office
8. Government Communications Security Bureau
9. Inland Revenue Department
10. Land Information New Zealand
11. Ministry for Culture and Heritage
12. Ministry for the Environment
13. Ministry for Primary Industries
14. Ministry of Business, Innovation and Employment
15. Ministry of Defence
16. Ministry of Education
17. Ministry of Foreign Affairs and Trade
18. Ministry of Health
19. Ministry of Justice (incl. Legal Services Agency)
20. Ministry of Maori Development (Te Puni Kokere)
21. Ministry of Pacific Island Affairs
22. Ministry of Social Development
23. Ministry of Transport
24. Ministry of Women's Affairs
25. New Zealand Customs Service
26. Serious Fraud Office
27. State Services Commission
28. Statistics New Zealand
29. The Treasury

## Non-Public Service Departments

1. New Zealand Defence Force
2. New Zealand Police
3. New Zealand Security Intelligence Service
4. Parliamentary Counsel Office

## Crown Agents

1. Accident Compensation Corporation
2. Callaghan Innovation
3. Careers New Zealand
4. Civil Aviation Authority of New Zealand

## DHBs

1. Auckland District Health Board
2. Bay of Plenty District Health Board
3. Canterbury District Health Board
4. Capital and Coast District Health Board
5. Counties Manukau District Health Board
6. Hawke's Bay District Health Board
7. Hutt District Health Board
8. Lakes District Health Board
9. MidCentral District Health Board
10. Nelson Marlborough District Health Board
11. Northland District Health Board
12. South Canterbury District Health Board
13. Southern District Health Board
14. Tairāwhiti District Health Board
15. Taranaki District Health Board
16. Waikato District Health Board
17. Wairarapa District Health Board
18. Waitemata District Health Board
19. West Coast District Health Board
20. Whanganui District Health Board

MBIE-MAKO-5544238

## State Service

### Crown Agents (continued)

5. Earthquake Commission
6. Education New Zealand
7. Energy Efficiency and Conservation Authority
8. Environmental Protection Authority
9. Health Protection Agency
10. Health Quality and Safety Commission
11. Health Research Council of New Zealand
12. Housing New Zealand Corporation
13. Maritime New Zealand
14. New Zealand Antarctic Institute
15. New Zealand Blood Service
16. New Zealand Fire Service Commission
17. New Zealand Qualifications Authority
18. New Zealand Tourism Board
19. New Zealand Trade and Enterprise
20. New Zealand Transport Agency
21. New Zealand Walking Access Commission
22. Pharmaceutical Management Agency (PHARMAC)
23. Real Estate Agents Authority
24. Social Workers Registration Board
25. Sport New Zealand
26. Tertiary Education Commission

### Autonomous Crown Entities (ACEs)

1. Arts Council of New Zealand Toi Aotearoa
2. Broadcasting Commission
3. Families Commission
4. Government Superannuation Fund Authority
5. Guardians of New Zealand Superannuation
6. Museum of New Zealand Te Papa Tongarewa Board
7. New Zealand Artificial Limb Service
8. New Zealand Film Commission
9. New Zealand Historic Places Trust (Pouhere Taonga)
10. New Zealand Lotteries Commission
11. New Zealand Symphony Orchestra
12. New Zealand Teachers Council
13. Public Trust
14. Commission for Financial Literacy and Retirement Income
15. Standards Council
16. Te Reo Whakapuaki Irirangi (Maori Broadcasting Funding Agency)
17. Te Taura Whiri i Te Reo Māori (Māori Language Commission)
18. Testing Laboratory Registration Council

### Independent Crown Entities (ICEs)

1. Broadcasting Standards Authority
2. Children's Commissioner
3. Commerce Commission
4. Drug Free Sport New Zealand
5. Electoral Commission
6. Electricity Authority
7. External Reporting Board
8. Financial Markets Authority
9. Health and Disability Commissioner (Incl. Mental Health Commission)
10. Human Rights Commission
11. Independent Police Conduct Authority
12. Law Commission
13. New Zealand Productivity Commission
14. Office of Film and Literature Classification
15. Privacy Commissioner
16. Takeovers Panel
17. Transport Accident Investigation Commission

### Crown Entity Companies

1. New Zealand Venture Investment Fund Limited
  2. Radio New Zealand Limited
  3. Television New Zealand Limited
- Discussion Document

## School Boards of Trustees

2,425 approx. (including Correspondence School)

New Zealand School of Trustees Association

### PFA Schedule 4 Companies

1. Crown Asset Management Limited
2. Crown Fibre Holdings Limited
3. Dispute Resolution Services Limited
4. Health Benefits Limited
5. Learning State Limited
6. Research and Education Advanced Network New Zealand Limited
7. Southern Response Earthquake Services Limited
8. Transferee companies under the New Zealand Railways Corporation Restructuring Act 1990 in which the Crown holds 50% or more of the issued ordinary shares (NB none actually exist)

### Crown Research Institutes (CRIs)

1. AgResearch Limited
2. Institute of Environmental Science and Research Limited
3. Institute of Geological and Nuclear Sciences Limited
4. Landcare Research New Zealand Limited
5. National Institute of Water and Atmospheric Research Limited
6. New Zealand Forest Research Institute Limited, trading as Scion
7. New Zealand Institute for Plant and Food Research Limited

### Crown Entity Subsidiaries

There are approximately 200 Crown Entity subsidiaries

### PFA Schedule 4 Organisations

#### Fish and Game Councils

1. New Zealand Fish and Game Council
2. Auckland / Waikato Fish and Game Council
3. Central South Island Fish and Game Council
4. Eastern Fish and Game Council
5. Hawke's Bay Fish and Game Council
6. Nelson / Marlborough Fish and Game Council
7. North Canterbury Fish and Game Council
8. Northland Fish and Game Council
9. Otago Fish and Game Council
10. Southland Fish and Game Council
11. Taranaki Fish and Game Council
12. Wellington Fish and Game Council
13. West Coast Fish and Game Council

#### Reserve Boards (24)

#### Trusts

1. Agricultural and Marketing Research and Development Trust
2. Asia New Zealand Foundation
3. Leadership Development Centre Trust
4. National Pacific Radio Trust
5. New Zealand Game Bird Habitat Trust Board
6. Ngai Tahu Ancillary Claims Trust
7. Pacific Co-operation Foundation
8. Pacific Island Business Development Trust
9. Road Safety Trust
10. Te Ariki trust

#### Other (bodies corporate)

1. The Maori Trustee
2. New Zealand Government Property Corporation
3. Sentencing Council

## State Sector

### Non-Public Service Departments

1. Office of the Clerk of the House of Representatives
2. Parliamentary Service

### Offices of Parliament

1. Office of the Controller and Auditor-General
2. Office of the Ombudsmen
3. Office of the Parliamentary Commissioner for the Environment

### Crown Entities Tertiary Education

#### Institutes

##### Universities

1. Auckland University of Technology
2. Lincoln University
3. Massey University
4. University of Auckland
5. University of Canterbury
6. University of Otago
7. University of Waikato
8. Victoria University of Wellington

##### Polytechnics/Institutes of Technology

9. Aoraki Polytechnic
10. Bay of Plenty Polytechnic
11. Christchurch Polytechnic Institute of Technology
12. Eastern Institute of Technology
13. Manukau Institute of Technology
14. Nelson Marlborough Institute of Technology (Nelson)
15. Northland Polytechnic
16. Open Polytechnic of New Zealand
17. Otago Polytechnic
18. Southern Institute of Technology
19. Tai Poutini Polytechnic
20. Unitec Institute of Technology
21. Universal College of Learning
22. Waiariki Institute of Technology
23. Waikato Institute of Technology
24. Wellington Institute of Technology
25. Western Institute of Technology
26. Whitireia Community Polytechnic

##### Wananga

27. Te Wananga o Aotearoa (Te Awamutu)
28. Te Wananga o Raukawa (Otaki)
29. Te Whare Wananga o Awanuiarangi

### State-Owned Enterprises

1. Airways Corporation of New Zealand Limited
2. Animal Control Products Limited
3. AsureQuality Limited
4. Electricity Corporation of New Zealand Limited
5. Genesis Power Limited
6. Kordia Group Limited
7. Landcorp Farming Limited
8. Learning Media Limited
9. Meridian Energy Limited
10. Meteorological Service of New Zealand Limited
11. New Zealand Post Limited
12. New Zealand Railways Corporation (Trading as KiwiRail)
13. Quotable Value Limited

## Public Sector

### Regional Councils

1. Bay of Plenty Regional Council
2. Canterbury Regional Council
3. Hawke's Bay Regional Council
4. Manawatu–Wanganui Regional Council
5. Northland Regional Council
6. Otago Regional Council
7. Southland Regional Council
8. Taranaki Regional Council
9. Waikato Regional Council
10. Wellington Regional Council
11. West Coast Regional Council

### Territorial Authorities

1. Ashburton District Council
2. Auckland Council
3. Buller District Council
4. Carterton District Council
5. Central Hawke's Bay District Council
6. Central Otago District Council
7. Chatham Islands Council
8. Christchurch City Council
9. Clutha District Council
10. Dunedin City Council
11. Far North District Council
12. Gisborne District Council
13. Gore District Council
14. Grey District Council
15. Hamilton City Council
16. Hastings District Council
17. Hauraki District Council
18. Horowhenua District Council
19. Hurunui District Council
20. Hutt City Council
21. Invercargill City Council
22. Kaikoura District Council
23. Kaipara District Council
24. Kapiti Coast District Council
25. Kāwerau District Council
26. Mackenzie District Council
27. Manawatu District Council
28. Marlborough District Council
29. Masterton District Council
30. Matamata-Piako District Council
31. Napier City Council
32. Nelson City Council
33. New Plymouth District Council
34. Otago District Council
35. Otorohanga District Council
36. Palmerston North City Council
37. Porirua City Council
38. Queenstown-Lakes District Council
39. Rangitikei District Council
40. Rotorua District Council
41. Ruapehu District Council
42. Selwyn District Council
43. South Wairarapa District Council
44. South Taranaki District Council
45. South Waikato District Council
46. Southland District Council
47. Stratford District Council
48. Taranaki District Council
49. Tasman District Council
50. Taupo District Council
51. Tauranga City Council
52. Thames-Coromandel District Council
53. Timaru District Council
54. Upper Hutt City Council
55. Waikato District Council
56. Waimakariri District Council
57. Waimate District Council