

STATE SERVICES COMMISSION
Te Komihana O Ngā Tari Kāwanatanga



Senior Pay Report

Including Chief Executive Remuneration
Disclosure 2016/17

State Services Commissioner's Introduction

The State Services Commission has been disclosing chief executive (CE) remuneration since 1998 for Public Service departments, tertiary education institutions (TEIs) and District Health Boards (DHBs), with other Crown entities added in 2010.

The annual disclosure provides transparency for the taxpaying public around the levels of remuneration received by CEs.

Every year the disclosure of the remuneration received by CEs in the State Services attracts considerable media attention and public concern about the level of remuneration.

In recent years, this concern has been growing. The issue for the public and media is rightly around the sense of value for money and the gap between wages and the pay of CEs.

I share that concern about the upward trajectory of remuneration, particularly in some Crown entities. The remuneration received by the highest paid Crown entity CEs is too high.

It is time to change the way chief executive remuneration is set and managed.

There are important guiding principles that underpin the role and function of the State sector which are relevant to chief executive remuneration. One of those principles is the spirit of service, a duty to act responsibly in the public interest and to be a good trustee of public resources, including remuneration. The second principle is around public trust, an expectation that the State sector is accountable, transparent, fair and reasonable.

The State Services exists to serve Ministers and the government in the public interest and I have always believed that there is and should be a differential between the pay of senior executives of the public sector and the private sector. CEs need to be paid fairly, at a level sufficient to attract and retain the best people, but we also need to be fair to the taxpayers who pay the bill.

It's about getting the balance right and that will require change.

Crown entity Boards, which operate with public money for the public good, need to be more accountable when making decisions to award pay rises for their CEs, and I have been saying this publicly and directly to Crown entities. In addition, while Boards are responsible and accountable for their decisions, Board decisions that do not follow my advice on the remuneration of their CEs are for the first time identified in this report. These actions have been having some results, but if they do not have the desired effect of reducing the rate of remuneration growth for Crown entity CEs, there are regulatory options that may provide more certainty on restraint.

I am taking a conservative approach to Public Service CE remuneration and we are developing a remuneration policy that reflects the spirit of service principle and is underpinned by integrity, transparency, fairness, affordability and consistency. New remuneration settings will recognise and reward motivations other than remuneration and support the continuing delivery of high-quality services for New Zealanders.

Peter Hughes

State Services Commissioner and Head of State Services

Accountability for setting chief executive remuneration

The State Services Commissioner (the Commissioner) is the employer of the Public Service chief executives and determines their remuneration, excluding those whose remuneration is set by the Remuneration Authority.

The Remuneration Authority is responsible for the remuneration of 13 CEs and Officers of Parliament (including the Commissioner and Deputy State Services Commissioner).

The Commissioner provides advice to the Boards of Crown entities, District Health Boards (DHBs) and Tertiary Education Institutions (TEIs) on chief executive remuneration but the Boards are the employer of CEs and are therefore responsible for any final decisions on CE remuneration.

TEIs and DHBs are required to seek the Commissioner's agreement to their decisions. For all other Crown entities, Boards consult the Commissioner but retain decision-making authority.

What is included in this report?

This report discloses information about the remuneration received by CEs in the State sector. This includes the Public Service, TEIs, DHBs and other Crown entities, and statutory officers whose remuneration is determined by the Remuneration Authority.

It includes details of all remuneration received by these CEs in the year to 30 June 2017 in line with the requirements in the Companies Act 1993 (section 211) of listed private sector companies. It also includes an overview of the remuneration movement decisions that relate to the 2016/17 year.

The remuneration received by CEs includes base salary and any benefits that are specified in their employment agreements, which may include payments for performance. The reported remuneration figures usually include performance payments that relate to the previous year. If a CE's end of term is close to the end or beginning of a financial year, this can make the remuneration received by a CE very different to the annual entitlement. For these reasons, the Commissioner intends, in future years, to revise the approach to what is disclosed to make it easier to understand and therefore more transparent.

Key Points

The following commentary provides information on the increases that were effective between 1 July 2016 and 30 June 2017 but for timing reasons may not be reflected in remuneration received for that year.

The Government expects remuneration changes across the State sector to include a careful balance of recognition of the responsibilities of CEs with Ministerial and public expectations about the expenditure of public money.

Average increase in remuneration for Public Service CEs: 2.0%

There were 31 Public Service CEs in 2016/17. This includes the CE for the Ministry for Vulnerable Children, Oranga Tamariki who was appointed in an acting role from 5 September 2016 and the CE of the Social Investment Agency who was appointed in an acting role from 16 May 2017. It also includes the Deputy State Services Commissioner who has taken on the role of CE of the State Services Commission.

For 27 of these CEs, pay is set by the State Services Commissioner; the Remuneration Authority sets remuneration for the other four (CEs for Crown Law Office and GCSB, State Services Commissioner / Head of State Services and Deputy State Services Commissioner / CE for State Services Commission).

In 2016/17, the average increase in remuneration for Public Service CEs was 2.0% (excluding the four CEs whose pay is set by the Remuneration Authority). This compares to an average increase of 1.3% in the 2015/16 year.

Average increase in remuneration for Crown entity CEs: 3.5%

In 2016/17 there were 101 CE positions in statutory Crown entities (and subsidiaries). Their pay is set by the Board of each Crown entity. The Commissioner is consulted in the process.

Increases in Crown entity CEs' remuneration over the 2016/17 year were generally within the guidelines that were set and therefore in line with movements in the broader State sector. There have been three instances where Crown entities, after consultation with SSC, have chosen to act independently of SSC advice, and these are noted in the tables.

The average increase in remuneration for Crown entity CEs was 3.5%, very similar to the average of 3.4% seen in 2015/16.

As is the case every year, some Crown entity CEs received additional increases to recognise job size increases. When these increases are excluded, the average increase overall is reduced to 2.3%.

This table summarises the increases, including and excluding job size increases, to remuneration for CEs across different types of Crown entity in 2016/17:

Type of organisation	Average percentage change – 2016/17 from 2015/16	Average percentage change – excluding job size increase
District Health Boards	2.3	1.9
Tertiary Education Institutions	3.0	2.0
Other statutory Crown entities	4.1	2.5

Comparison with other public and private sector CEs

CEs in the broader public and private sectors (where the Commissioner has no direct influence) had an average increase of 3.1% in fixed remuneration packages in 2016/17, compared with 2.7% for 2015/16.

The following table shows the average increases in remuneration for different types of public and private sector CEs (last year's changes are shown for comparison).

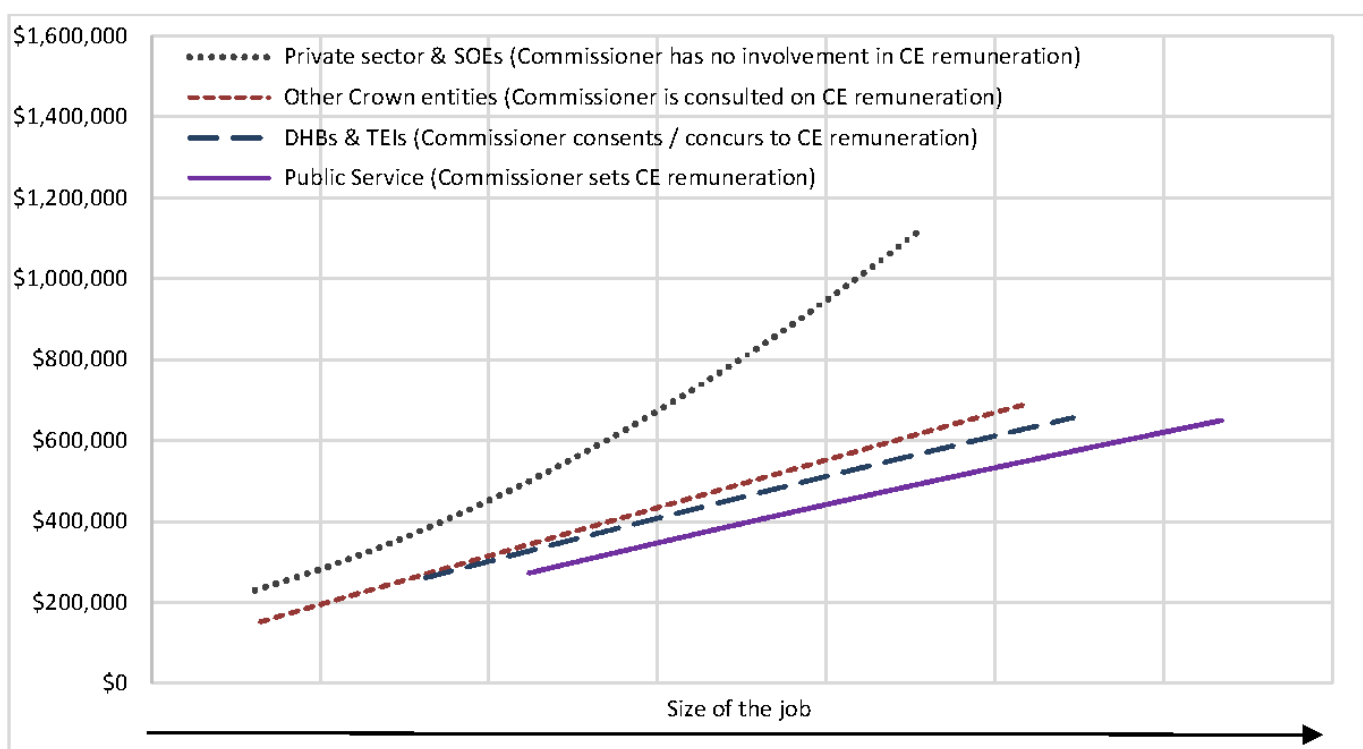
Type of organisation	Average percentage change 2016/17 from 2015/16	Average percentage change 2015/16 from 2014/15
Public Service CEs	2.0	1.3
TEIs & DHBs CEs	2.7	2.8
Other Crown entities CEs	4.1	3.8
Other public & private sector CEs	3.1	2.7

Note that pay structures are different across these groups. Remuneration actually received will also be influenced by such factors as the level of performance-related pay, and the timing of payments.

Levels of remuneration in 2016/17

The graph below plots remuneration against job size for the same groups of CEs as shown in the table above.

Figure 1: Total remuneration received by job size and sector for CEs in 2016/17.



These trend lines are based on data for the year to 30 June 2017. As expected, the graph shows a clear relationship between remuneration and job size – the ‘larger’ the job, the higher the pay.

The graph shows each group for which the Commissioner has a different role with respect to influencing senior pay. The Commissioner has no influence over private sector and state-owned enterprises. The greater his influence, the lower the levels of pay (for the same size of job). Accordingly, the bottom line is for Public Service CEs, whose pay is set by the Commissioner.

Senior pay compared to other Public Service staff

The State Services Commission's Human Resources Capability (HRC) survey provides a snapshot of the base salaries of staff in the Public Service as at 30 June each year. For the 2016/17 year, the average base salary for the Public Service CEs group (including the four CEs whose remuneration was set by the Remuneration Authority) increased by 2.0%, compared with increases of 3.1% for managers and 2.5% for other employees.

In 2017, the average base salary of Public Service CEs was 5.5 times the average pay of their employees. This ratio has decreased slightly over the last five years from 5.8 times in 2013.

Research on [New Zealand pay ratios by Dr Roberts](#) at the Business School of Otago University showed that in 2013 CEs in publicly listed companies were paid 30 to 50 times more than the average wage of workers.

For more information about the remuneration paid in the Public Service, read the Remuneration section of the Public Service Workforce Data webpages [here](#).

Chief Executive Remuneration – Detailed Disclosure Notes

While the previous part of this report primarily discusses the latest decisions from pay reviews, the following tables describe all remuneration actually received between 1 July 2016 and 30 June 2017.

The information disclosed in these tables is the total remuneration actually received by each CE for the financial year in \$10,000 bands. Total remuneration includes any benefit paid out to the CE that is specified in their employment agreement, such as performance pay, employer contributions to superannuation, the value of the use of a vehicle, any annual leave in excess of 20 days per annum, and any end of term entitlements paid, such as payment of outstanding annual leave balances.

The remuneration reported in the tables is largely consistent with the requirements of section 211 of the Companies Act 1993.

The non-Public Service organisations supplied and checked their information. While the State Services Commission has checked the information, the final responsibility for accuracy lies with the body that sets the remuneration.

There are a broad range of influences on total payments each year, which explain why there may be changes between years. While the data in the tables allow users to draw some general conclusions about levels of pay, this range of influences means it is not feasible to draw links between changes in pay and the results of pay reviews or performance discussions.

Influencing factors, which impact on reported figures to a greater or lesser extent in all financial years, include:

- The timing of pay periods during the year, which may result in a CE receiving 27 fortnightly pays during the year. This occurred in 2015/16.
- The remuneration received in the latest year largely reflects decisions made on performance in the previous year (or sometimes before).
- The timing of remuneration reviews and performance payments can result in zero, one or two performance payments being made during the year, and possibly back-pay of any remuneration increases.
- Some CEs received a remuneration increase to address a job size increase. When a CE's role is considered to have changed in scale, scope and/or complexity, an independent consultant is engaged to review the job size. An increase in job size sometimes results in an increase in pay.
- CEs may have worked only part of the year.
- Entitlements on the last day of duty, which may include retiring leave, annual leave not taken, and/or employer superannuation payments owing on end of term entitlements.

The technical notes attached to each of the following tables will highlight where some of these factors are affecting a CE's pay significantly.

For more information on Public Service executive management see this [report](#).

Table 1: Total remuneration received by Public Service chief executives

The State Services Commissioner is the employer of the following Public Service chief executives and sets their remuneration.

Notes
* Total remuneration includes base salary, performance pay, employer contributions to superannuation and any end of term entitlements paid, such as outstanding annual leave.
* Changes in remuneration between years may be due to the timing of the end of employment term and therefore may include performance payments for one or two years and/or payment of end of term entitlements.
* The Remuneration Authority sets the remuneration of chief executives and other senior officers of the State Services Commission, the Crown Law Office and the Government Communications Security Bureau: see Table 5

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Canterbury Earthquake Recovery Authority			1 July 2015 to 18 April 2016 ¹	\$480,000 to \$489,999	1. The Canterbury Earthquake Recovery Authority was disestablished from 18 April 2016
Department of Conservation		\$430,000 to \$439,999		\$400,000 to \$409,999	
Department of Corrections		\$520,000 to \$529,999		\$490,000 to \$499,999	
Department of Internal Affairs		\$630,000 to \$639,999		\$610,000 to \$619,999	
Department of the Prime Minister and Cabinet		\$610,000 to \$619,999		\$590,000 to \$599,999	
Education Review Office	1 July 2016 to 4 December 2016	\$230,000 to \$239,999 ¹		\$330,000 to \$339,999	1. Figure includes performance payments for 2015/16 and 2016/17 2. Total remuneration received by acting CEs during the period
	5 December 2016 to 20 June 2017	\$130,000 to \$139,999 ²			
	21 June 2017 to 30 June 2017	Under \$100,000			
Inland Revenue Department		\$640,000 to \$649,999		\$610,000 to \$619,999	
Land Information New Zealand	1 July 2016 to 17 July 2016	Under \$100,000		\$390,000 to \$399,999	1. Total remuneration received by acting CEs during the period
	4 July 2016 to 30 October 2016	\$130,000 to \$139,999 ¹			
	31 October 2016 to 30 June 2017	\$260,000 to \$269,999			
Ministry for Culture and Heritage			1 July 2015 to 2 August 2015	Under \$100,000	
		\$350,000 to \$359,999	3 August 2015 to 30 June 2016	\$290,000 to \$299,999	
Ministry for Pacific Peoples	1 July 2016 to 22 June 2017	\$370,000 to \$379,999 ¹		\$280,000 to \$289,999	1. Figure includes payment of entitlements at last day of duty of \$27,753 and performance payments for 2015/16 and 2016/17 2. Total remuneration received by acting CE during the period
	23 June 2017 to 30 June 2017	Under \$100,000 ²			
Ministry for Primary Industries		\$580,000 to \$589,999		\$530,000 to \$539,999	
Ministry for the Environment		\$430,000 to \$439,999		\$390,000 to \$399,999	
Ministry for Vulnerable Children, Oranga Tamariki	5 September 2016 to 30 June 2017 ¹	\$440,000 to \$449,999			1. Although the Ministry for Vulnerable Children, Oranga Tamariki was formally established on 1 April 2017, the CE had been acting since 5 September 2016
Ministry for Women	1 July 2016 to 23 September 2016	\$110,000 to \$119,999 ¹		\$260,000 to \$269,999	1. Figure includes payment of entitlements at last day of duty of \$22,324 and performance payments for 2015/16 and 2016/17 2. Total remuneration received by acting CEs during the period
	24 September 2016 to 18 June	\$210,000 to \$219,999 ²			
	19 June 2017 to 30 June 2017	Under \$100,000			
Ministry of Business, Innovation & Employment		\$800,000 to \$809,999 ¹		\$620,000 to \$629,999	1. Figure includes payment of entitlements at last day of duty of \$21,788 and performance payments for 2015/16 and 2016/17
Ministry of Defence		\$450,000 to \$459,999		\$450,000 to \$459,999	

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Ministry of Education	1 July 2016 to 3 July 2016	\$100,000 to \$109,999 ¹		\$630,000 to \$639,999	1. Figure includes payment of entitlements at last day of duty of \$36,903 and a performance payment for 2015/16 2. Total remuneration received by acting CE during the period
	4 July 2016 to 4 December 2016	\$180,000 to \$189,999 ²			
	5 December 2016 to 30 June 2017	\$280,000 to \$289,999			
Ministry of Foreign Affairs and Trade		\$550,000 to \$559,999		\$500,000 to \$509,999	
Ministry of Health		\$520,000 to \$529,999		\$500,000 to \$509,999	
Ministry of Justice		\$570,000 to \$579,999		\$540,000 to \$549,999	
Ministry of Māori Development (Te Puni Kōkiri)		\$420,000 to \$429,999		\$400,000 to \$409,999	
Ministry of Social Development		\$620,000 to \$629,999		\$620,000 to \$629,999	
Ministry of Transport				\$470,000 to \$479,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$91,151 2. Total remuneration received by acting CE during the period
	1 July 2016 to 17 July 2016	Under \$100,000 ²			
	18 July 2016 to 30 June 2017	\$360,000 to \$369,999			
New Zealand Customs Service		\$490,000 to \$499,999		\$460,000 to \$469,999	
Serious Fraud Office		\$350,000 to \$359,999		\$330,000 to \$339,999	
Social Investment Agency	8 May 2017 to 30 June 2017 ¹	Under \$100,000			1. Although the Social Investment Agency was formally established from 1 July 2017 as a stand-alone departmental agency hosted within the State Services Commission, it had an acting CE from 8 May 2017
Statistics New Zealand		\$400,000 to \$409,999		\$370,000 to \$379,999	
The Treasury		\$660,000 to \$669,999		\$640,000 to \$649,999	

Table 2: Total remuneration received by chief executives of District Health Boards

The District Health Board is the employer of the chief executives and sets their remuneration.

Notes				
* Enquiries regarding the information in this table should be referred to the Board Chair.				
* Total remuneration includes base salary, performance pay, employer contributions to superannuation, any other benefits, and end of term entitlements paid, such as outstanding annual leave.				
* Changes in remuneration between years may be due to the timing of the end of employment term and performance reviews and therefore may include back-pay, performance payments for one or two years and end of term				

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Auckland DHB		\$610,000 to \$619,999		\$610,000 to \$619,999	
Bay of Plenty DHB		\$460,000 to \$469,999	1 July 2015 to 29 January 2016	\$550,000 to \$559,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$190,018
		\$600,000 to \$609,999	1 February 2016 to 30 June 2016	\$170,000 to \$179,999	
Canterbury DHB		\$600,000 to \$609,999		\$580,000 to \$589,999	The Chief Executive of the Canterbury DHB also has responsibility for the West Coast DHB
Capital and Coast DHB		\$530,000 to \$539,999		\$510,000 to \$519,999	
Counties Manukau DHB	1 July 2016 to 5 May 2017	\$580,000 to \$589,999		\$570,000 to \$579,999	
Hawke's Bay DHB		\$490,000 to \$499,999		\$490,000 to \$499,999	
Hutt DHB		\$450,000 to \$459,999	12 October 2015 to 30 June 2016	\$290,000 to \$299,999	
Lakes DHB		\$400,000 to \$409,999		\$400,000 to \$409,999	
MidCentral DHB		\$460,000 to \$469,999		\$480,000 to \$489,999	
Nelson Marlborough DHB	1 July 2016 to 28 February 2017	\$360,000 to \$369,999 ¹		\$440,000 to \$449,999	1. Figure includes payment of entitlements at last day of duty of \$46,743
	3 April 2017 to 30 June 2017	\$100,000 to \$109,999			
Northland DHB		\$490,000 to \$499,999 ¹		\$450,000 to \$459,999 ¹	1. Figures include a component relating to a job resizing decision made prior to the 2016/17 year
South Canterbury DHB		\$330,000 to \$339,999		\$290,000 to \$299,999	
Southern DHB	1 July 2016 to 31 August 2016	\$190,000 to \$199,999 ¹		\$480,000 to \$489,999	1. Figure includes payment of entitlements at last day of duty of \$49,934
	1 March 2017 to 30 June 2017	\$150,000 to \$159,999			
Tairāwhiti DHB		\$310,000 to \$319,999		\$320,000 to \$329,999	
Taranaki DHB		\$360,000 to \$369,999	1 July 2015 to 24 February 2016	\$480,000 to \$489,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$183,794
			18 April 2016 to 30 June 2016	Under \$100,000	
Waikato DHB		\$550,000 to \$559,999		\$560,000 to \$569,999	
Wairarapa DHB		\$320,000 to \$329,999	5 October 2015 to 30 June 2016	\$200,000 to \$209,999	
Waitemata DHB		\$620,000 to \$629,999 ¹		\$590,000 to \$599,999 ¹	1. Figures include a component relating to a job resizing decision made prior to the 2016/17 year
West Coast DHB					The Chief Executive of the Canterbury DHB also has responsibility for the West Coast DHB
Whanganui DHB		\$370,000 to \$379,999 ¹		\$370,000 to \$379,999	1. Figure includes performance payments for more than one year

Table 3: Total remuneration received by chief executives of Tertiary Education Institutions

The Tertiary Education Institution Council is the employer of the chief executives and sets their remuneration.

Notes					
* Enquiries regarding the information in this table should be referred to the Council Chair / Chancellor.					
* Total remuneration includes base salary, performance pay, employer contributions to superannuation, any other benefits, and end of term entitlements paid, such as outstanding annual leave.					
* Changes in remuneration between years may be due to the timing of the end of employment term and performance reviews and therefore may include back-pay, performance payments for one or two years and end of term entitlements.					

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Aoraki Polytechnic			1 July 2015 to 31 December 2015	\$190,000 to \$199,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$54,909. Chief Executive role disestablished as at 31 December 2015. Aoraki and Christchurch Polytechnic Institute of Technology merged on 1 January 2016.
Ara Institute of Canterbury (formerly Christchurch Polytechnic Institute of Technology)		\$490,000 to \$499,999 ¹		\$360,000 to \$369,999 ²	1. Figure includes payment of entitlements at last day of duty of \$33,157 and performance payments for more than one year. 2. Figure includes a component relating to a job size increase (following merger with Aoraki Polytechnic).
Auckland University of Technology		\$520,000 to \$529,999 ¹		\$500,000 to \$509,999	1. Figure includes a component relating to a job resizing decision made in 2016/17.
Bay of Plenty Polytechnic			1 July 2015 to 30 April 2016	\$400,000 to \$409,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$176,109. Chief Executive role disestablished as at 30 April 2016. Bay of Plenty Polytechnic and Waiariki Institute of Technology merged to form Toi Ohomai Institute of Technology.
Eastern Institute of Technology		\$380,000 to \$389,999 ¹		\$350,000 to \$359,999	1. Figure includes a component relating to a job resizing decision made before 2016/17.
Lincoln University			1 July 2015 to 24 February 2016	\$170,000 to \$179,999 ¹	1. Figure was omitted from 2015/2016 report. 2. Revised from previously published.
		\$450,000 to \$459,999	25 February 2016 to 30 June 2016	\$140,000 to \$149,999 ²	
Manukau Institute of Technology	1 July 2016 to 8 July 2016	Under \$100,000 ¹		\$360,000 to \$369,999	1. Figure includes payment of entitlements at last day of duty of \$12,613.
	12 September 2016 to 30 June 2017	\$300,000 to \$309,999			
Massey University	1 July 2016 to 31 December 2016	\$370,000 to \$379,999 ¹		\$600,000 to \$609,999	1. Figure includes payment of entitlements at last day of duty of \$29,398.
	23 January 2017 to 30 June 2017	\$200,000 to \$209,999			
Nelson Marlborough Institute of Technology		\$300,000 to \$309,999 ¹		\$350,000 to \$359,999 ¹	1. Figures include a component relating to a job resizing decision made before 2016/17.
Northland Polytechnic	1 May 2017 to 30 June 2017	Under \$100,000	1 July 2015 to 13 June 2016	\$260,000 to \$269,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$9,202.
Open Polytechnic of New Zealand		\$360,000 to \$369,999 ¹		\$290,000 to \$299,999	1. Figure includes performance payments for more than one year.
Otago Polytechnic		\$350,000 to \$359,999		\$350,000 to \$359,999	
Southern Institute of Technology		\$360,000 to \$369,999 ¹		\$320,000 to \$329,999	1. Figure includes performance payments for more than one year.

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Tai Poutini Polytechnic			1 July 2015 to 10 May 2016	\$310,000 to \$319,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$92,506 2. Figure was omitted from 2015/2016 report
		\$240,000 to \$249,999	20 June 2016 to 30 June 2016	Under \$100,000 ²	
Te Wananga o Aotearoa		\$390,000 to \$399,999		\$390,000 to \$399,999	
Te Wananga o Raukawa		\$270,000 to \$279,999		\$250,000 to \$259,999	
Te Whare Wananga o Awanuiarangi		\$350,000 to \$359,999	26 February 2016 to 30 June 2016	\$110,000 to \$119,999	
Toi Ohomai Institute of Technology (formerly Waiariki Bay of Plenty Polytechnic)	1 July 2016 to 9 December 2016	\$170,000 to \$179,999 ¹	31 March 2016 to 30 June 2016	Under \$100,000	1. Figure includes payment of entitlements at last day of duty of \$12,172 This entity was established from the merger of Bay of Plenty Polytechnic and Waiariki Institute of Technology
	12 December 2016 to 30 June 2017	\$190,000 to \$199,999			
Unitec Institute of Technology		\$430,000 to \$439,999		\$440,000 to \$449,999	
Universal College of Learning		\$360,000 to \$369,999		\$310,000 to \$319,999 ¹	1. Figure was impacted by a one-off deduction
University of Auckland		\$710,000 to \$719,999		\$710,000 to \$719,999	
University of Canterbury		\$630,000 to \$639,999		\$650,000 to \$659,999	
University of Otago		\$620,000 to \$629,999 ¹		\$590,000 to \$599,999	1. Figure includes a component relating to a job resizing decision made in 2016/17
University of Waikato		\$490,000 to \$499,999		\$470,000 to \$479,999	
Victoria University of Wellington		\$550,000 to \$559,999 ¹		\$540,000 to \$549,999	1. Figure includes a component relating to a job sizing decision made before 2016/17
Waiariki Institute of Technology			1 July 2015 to 30 April 2016	\$380,000 to \$389,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$112,257. Role disestablished as at 30 April 2016. Bay of Plenty Polytechnic and Waiariki Institute of Technology merged to form Toi Ohomai Institute of Technology
Waikato Institute of Technology		\$420,000 to \$429,999		\$430,000 to \$439,999	
Western Institute of Technology		\$210,000 to \$219,999		\$230,000 to \$239,999	
Wellington Institute of Technology / Whitireia Community Polytechnic		\$380,000 to \$389,999		\$380,000 to \$389,999	The Chief Executive of Wellington Institute of Technology also has responsibility for Whitireia Community Polytechnic

Table 4: Total remuneration received by chief executives of other Crown entities

The Crown entity Board is the employer of the chief executives and sets their remuneration.

Notes					
* Enquiries regarding the information in this table should be referred to the Board Chair.					
* Total remuneration includes base salary, performance pay, employer contributions to superannuation, any other benefits, and end of term entitlements paid, such as outstanding annual leave.					
* Changes in remuneration between years may be due to the timing of the end of employment term and performance reviews and therefore may include back-pay, performance payments for one or two years and end of term entitlements.					

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Accident Compensation Corporation		\$830,000 to \$839,999 ¹		\$810,000 to \$819,999	1. Figure reflects a decision by the Board that was different to SSC advice*
Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)		\$310,000 to \$319,999		\$280,000 to \$289,999	
Broadcasting Commission (New Zealand On Air)		\$350,000 to \$359,999		\$350,000 to \$359,999	
Broadcasting Standards Authority			1 July 2015 to 15 April 2016	\$130,000 to \$139,999	
		\$160,000 to \$169,999	2 May 2016 to 30 June 2016	Under \$100,000	
Callaghan Innovation	1 July 2016 to 31 July 2016	Under \$100,000		\$570,000 to \$579,999	
	28 February 2017 to 30 June 2017	\$160,000 to \$169,999			
Careers New Zealand	1 July 2016 to 6 December 2016	\$260,000 to \$269,999 ¹		\$280,000 to \$289,999	1. Figure includes payment of entitlements at last day of duty of \$117,381
Civil Aviation Authority of New Zealand		\$390,000 to \$399,999 ¹		\$370,000 to \$379,999	1. Figure includes a component relating to a job resizing decision.
Commerce Commission		\$410,000 to \$419,999		\$400,000 to \$409,999	
Drug Free Sport New Zealand		\$150,000 to \$159,999		\$140,000 to \$149,999	
Earthquake Commission	1 July 2016 to 16 December 2016	\$250,000 to \$259,000 ¹		\$440,000 to \$449,999	1. Figure includes payment of entitlements at last day of duty of \$8,827 and performance payments for more than one year
	13 February 2017 to 30 June 2017	\$140,000 to \$149,999			
Education New Zealand		\$380,000 to \$389,999 ¹		\$320,000 to \$329,999	1. Figure includes a component relating to a job resizing decision made before 2016/17
Electricity Authority		\$400,000 to \$409,999 ¹		\$360,000 to \$369,999 ¹	1. Figures include components relating to a job resizing decision made before 2016/17
Energy Efficiency and Conservation Authority	1 July 2016 to 18 November 2016	\$200,000 to \$209,999 ¹		\$330,000 to \$339,999	1. Figure includes payment of entitlements at last day of duty of \$33,865
	24 January 2017 to 30 June 2017	\$120,000 to \$129,999			
Environmental Protection Authority		\$390,000 to \$399,999	1 September 2015 to 30 June 2016	\$300,000 to \$309,999	
External Reporting Board		\$230,000 to \$239,999	1 October 2015 to 30 June 2016	\$150,000 to \$159,999	
Families Commission (Superu)		\$270,000 to \$279,999		\$270,000 to \$279,999	
Financial Markets Authority		\$590,000 to \$599,999		\$540,000 to \$549,999	

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Guardians of New Zealand Superannuation		\$1,090,000 to \$1,099,999 ¹		\$950,000 to \$959,999 ²	1. Figure reflects a decision by the Board that was different to SSC advice* 2. Figure includes a component relating to a job resizing decision made in a previous year
Health Promotion Agency		\$280,000 to \$289,999		\$280,000 to \$289,999 ¹	1. Revised from previously published
Health Quality and Safety Commission		\$410,000 to \$419,999		\$390,000 to \$399,999	
Health Research Council of New Zealand		\$320,000 to \$329,999 ¹		\$290,000 to \$299,999	1. Figure includes a component relating to a job resizing decision made in a previous year
Heritage New Zealand Pouhere Taonga Board	17 October 2016 to 30 June 2017	\$180,000 to \$189,999	1 July 2015 to 19 February 2016	\$200,000 to \$209,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$33,344
High Performance Sport New Zealand Ltd		\$430,000 to \$439,999		\$420,000 to \$429,999	
Hobsonville Land Company		\$460,000 to \$469,999 ¹		\$480,000 to \$489,999	1. Figure includes performance payments for more than one year
Housing New Zealand Corporation			1 July 2015 to 29 March 2016	\$500,000 to \$509,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$51,706
	20 September 2016 to 30 June	\$450,000 to \$459,999			
Human Rights Commission		\$250,000 to \$259,999		\$240,000 to \$249,999	
International Accreditation New Zealand (previously reported as Accreditation Council)		\$310,000 to \$319,999 ¹		\$280,000 to \$289,999	1. Figure includes a component relating to a job resizing decision made in 2016/17
Maritime New Zealand		\$320,000 to \$329,999		\$310,000 to \$319,999	
Museum of New Zealand Te Papa Tongarewa	1 July 2016 to 26 May 2017	\$440,000 to \$449,999		\$480,000 to \$489,999	
	22 May 2017 to 30 June 2017	Under \$100,000			
New Zealand Antarctic Institute (Antarctica New Zealand)		\$330,000 to \$339,999		\$320,000 to \$329,999	
New Zealand Artificial Limb Service		\$220,000 to \$229,999 ¹		\$190,000 to \$199,999	1. Figure includes a component relating to a job resizing
New Zealand Blood Service		\$300,000 to \$309,999		\$270,000 to \$279,999	
New Zealand Film Commission		\$320,000 to \$329,999 ¹		\$290,000 to \$299,999	1. Figure includes a component relating to a job resizing decision made in 2016/17
New Zealand Fire Service Commission	1 July 2016 to 5 March 2017	\$570,000 to \$579,999 ¹		\$400,000 to \$409,999	1. Figure includes payment of entitlements at last day of duty of \$226,411 and performance payments for more than one year
New Zealand Food Innovation Auckland Ltd			1 July 2015 to 31 December 2015	\$130,000 to \$139,999	
		\$180,000 to \$189,999	1 January 2016 to 30 June 2016	Under \$100,000	
New Zealand Lotteries Commission		\$470,000 to \$479,999		\$460,000 to \$469,999	
New Zealand Productivity Commission		\$180,000 to \$189,999		\$170,000 to \$179,999	
New Zealand Qualifications Authority		\$450,000 to \$459,999		\$450,000 to \$459,999	
New Zealand Symphony Orchestra		\$270,000 to \$279,999		\$260,000 to \$269,999	
New Zealand Tourism Board (Tourism New Zealand)	1 July 2016 to 28 October 2016	\$280,000 to \$289,999 ¹		\$490,000 to \$499,999	1. Figure includes payment of entitlements at last day of duty of \$56,546
	3 April 2017 to 30 June 2017	\$120,000 to \$129,999			
New Zealand Trade and Enterprise		\$630,000 to \$639,999		\$640,000 to \$649,999 ¹	1. Figure includes a component relating to a job resizing
New Zealand Transport Agency			1 July 2015 to 18 December 2015	\$710,000 to \$719,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$259,989
		\$580,000 to \$589,999	1 March 2016 to 30 June 2016	\$180,000 to \$189,999	

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
New Zealand Walking Access Commission			1 July 2015 to 26 February 2016	\$150,000 to \$159,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$26,302
		\$130,000 to \$139,999	29 February 2016 to 30 June 2016	Under \$100,000	
Pharmaceutical Management Agency		\$410,000 to \$419,999		\$390,000 to \$399,999	
Public Trust		\$470,000 to \$479,999		\$480,000 to \$489,999	
Real Estate Agents Authority		\$230,000 to \$239,999		\$230,000 to \$239,999	
Social Workers Registration Board	1 July 2016 to 3 February 2017	\$160,000 to \$169,999 ¹		\$170,000 to \$179,999 ²	1. Figure includes payment of entitlements at last day of duty \$56,079 2. Revised from previously published
	29 May 2017 to 30 June 2017	Under \$100,000			
Sport New Zealand		\$390,000 to \$399,999		\$380,000 to \$389,999	
Takeovers Panel		\$280,000 to \$289,999		\$280,000 to \$289,999	
Te Reo Whakapuaki Irirangi (Te Māngai Pāho, Māori Broadcasting Funding Agency)	1 July 2016 to 31 August 2016	Under \$100,000		\$220,000 to \$229,999	
	27 October 2016 to 30 June 2017	\$130,000 to \$139,999			
Te Taura Whiri I Te Reo Māori (Māori Language Commission)		\$190,000 to \$199,999	31 August 2015 to 30 June 2016	\$150,000 to \$159,999	
Telarc SAI Ltd		\$250,000 to \$259,000 ^{1,2}		\$210,000 to \$219,999	1. Figure reflects a decision by the Board that was different to SSC advice* 2. Figure includes a component relating to a job resizing decision made before 2016/17
Tertiary Education Commission		\$530,000 to \$539,999		\$500,000 to \$509,999	
Transport Accident Investigation Commission		\$240,000 to \$249,999		\$220,000 to \$229,999	
Worksafe New Zealand	1 July 2016 to 24 November 2016	\$190,000 to \$199,999 ¹		\$310,000 to \$319,999	1. Figure includes payment of entitlements at last day of duty of \$15,456 and performance payments for more than one year
	12 December 2016 to 30 June	\$200,000 to \$209,999			

* Crown entity Boards are responsible to Ministers for the performance of their organisation and are responsible for the employment of their chief executives, including managing, assessing, and rewarding their performance in the role. SSC provides advice on Crown entity chief executive terms and conditions, including remuneration, as a consistent and comparable base for boards to consider.

Section 117 of the Crown Entities Act 2004, states:

(1) A statutory entity must not agree to the terms and conditions of employment for a chief executive, or to an amendment of those terms and conditions, without

(a) consulting the State Services Commissioner; and

(b) if the proposed terms and conditions or amendment do not comply with any guidance issued by the State Services Commissioner to 1 or more Crown entities, consulting the responsible Minister.

(2) A statutory entity must have regard to any recommendations that the Commissioner and (if applicable) the responsible Minister makes to it within a reasonable time of being consulted.

Crown entity subsidiaries also need to comply with Section 117, but references to the responsible Minister must be read as references to the parent.

Table 5: Total remuneration received by chief executives and other senior staff under the jurisdiction of the Remuneration Authority

The chief executives included in this table have their remuneration set by the Remuneration Authority

Notes	
* Enquiries regarding the information in this table should be referred to the Remuneration Authority - www.remauthority.govt.nz	
* The Remuneration Authority reviews the remuneration of all positions in its jurisdiction every year. Section 14 of the Remuneration Authority Act 1977 provides that once the Remuneration Authority has made a determination, the recipients of that determination cannot decline or amend it in any way.	
* Total remuneration includes base salary, employer contributions to superannuation and any end of term entitlements paid, such as outstanding annual leave.	

Organisation	Remuneration received 2016/17 (1 July 2016 to 30 June 2017)		Remuneration received 2015/16 (1 July 2015 to 30 June 2016)		Notes
	Coverage period (if part year)	Total remuneration received	Coverage period (if part year)	Total remuneration received	
Chief of the New Zealand Defence Force		\$660,000 to \$669,999		\$650,000 to \$659,999	
Chief Ombudsman			1 July 2015 to 9 December 2015	\$200,000 to \$209,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$38,864
		\$360,000 to \$369,999	10 December 2015 to 30 June	\$200,000 to \$209,999	
Chief Parliamentary Counsel			1 July 2015 to 6 May 2016	\$380,000 to \$389,999 ^{1,2}	1. Figure includes payment of entitlements at last day of duty of \$10,668 2. Revised from previously published
		\$380,000 to \$389,999	7 May 2016 to 30 June 2016	Under \$100,000	
Clerk of the House of Representatives			1 July 2015 to 5 July 2015	\$250,000 to \$259,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$250,000
		\$390,000 to \$399,999	6 July 2015 to 30 June 2016	\$360,000 to \$369,999	
Commissioner of Police		\$690,000 to \$699,999		\$670,000 to \$679,999	
Controller and Auditor-General	1 July 2016 to 31 January 2017	\$450,000 to \$459,999 ¹		\$570,000 to \$579,999	1. Figure includes payment of entitlements at last day of duty of \$57,992
	1 February 2017 to 30 June 2017	\$220,000 to \$229,999			
Deputy State Services Commissioner and Chief Executive			1 July 2015 to 9 August 2015	Under \$100,000	
		\$450,000 to \$459,999	1 July 2015 to 30 June 2016	\$410,000 to \$419,999	
Director of the Government Communications Security Bureau			1 July 2015 to 10 February 2016	\$230,000 to \$239,999	
		\$380,000 to \$389,999	26 April 2016 to 30 June 2016	Under \$100,000	
Director of the New Zealand Security Intelligence Service		\$380,000 to \$389,999		\$370,000 to \$379,999	
General Manager of the Parliamentary Service		\$360,000 to \$369,999		\$350,000 to \$359,999	
Parliamentary Commissioner for the Environment		\$320,000 to \$329,999		\$320,000 to \$329,999	
Solicitor-General			1 July 2015 to 12 February 2016	\$400,000 to \$409,999	
		\$640,000 to \$649,999	15 February 2016 to 30 June 2016	\$230,000 to \$239,999	
State Services Commissioner and Head of State Services			1 July 2015 to 30 June 2016	\$760,000 to \$769,999 ¹	1. Figure includes payment of entitlements at last day of duty of \$93,476
	4 July 2016 to 30 June 2017	\$620,000 to \$629,999			