

The state of New Zealand's regulatory systems

Revealing the structure and scale of regulation

May 2026



Published in **May 2026** by the Ministry for Regulation, Wellington, New Zealand.

ISBN 978-1-991372-14-7 (Online)

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Foreword

Regulation affects New Zealanders every day. It shapes how people build, work, do business and care for others. When it works well, it protects what matters and helps people get on with things. When it doesn't, it creates cost, delay and frustration.

But people do not experience regulation as individual laws or organisations. They experience it as a system - one that either works smoothly or gets in the way. When that system becomes hard to navigate, inconsistent, or fragmented, the effects are real. They show up in delayed projects, slower delivery, and pressure on services.

Over time, New Zealand has added regulation to respond to real risks and changing expectations. This has often happened incrementally. What we have not had is a clear, system-wide view of how it all fits together - how responsibilities are distributed, where pressures build, and how regulation works in practice.

This report changes that.

It brings together information that has been dispersed across government agencies and datasets and provides a clear picture of New Zealand's regulatory landscape, for the first time. It does not assess individual agencies or propose specific reforms. Instead, it helps us understand how the system operates.

That matters. Because without a clear view of the system, it is harder to make deliberate decisions about how it should evolve.

This work gives us a shared starting point.

It allows us to improve visibility, strengthen stewardship, and take a more deliberate approach to how regulation is designed, coordinated and improved over time. Many parts of the system reflect deliberate choices and necessary trade-offs. But those choices are easier to see and manage when we can see the whole system.

The Ministry for Regulation will use this work as a foundation. We will continue to develop the data, work with agencies to improve our collective understanding, and support more active stewardship of regulatory systems to ensure regulation works better for New Zealanders.



Gráinne Moss

Secretary for Regulation

Executive summary

Regulation shapes how people live, work, and do business in New Zealand. When it works well, it protects what matters and enables people to get on with things. When it doesn't, it creates cost, delay and frustration.

Over time, regulation has been added to respond to real risks and changing expectations. But this has happened incrementally, without a clear overall picture of how the system fits together. Until now, we have not had that view.

This report provides that foundational view for the first time.

What we have found

This review shows that New Zealand's regulatory landscape:

- is large and widely distributed - at least 267 organisations are involved in making, administering or delivering regulation
- requires coordination across many organisations - there are a significant number of connections that need to be managed
- often relies on informal coordination - relationships and goodwill often substitute for clear accountabilities
- lacks end-to-end visibility - no single government agency typically has a complete view of how a regulatory system operates or where pressures build
- has grown through increasing legislative detail - Acts are becoming longer and more complex
- is unevenly resourced and only partly visible - capability, funding and workforce effort are not consistently distributed or well understood.

These features shape how regulation works in practice.

Why this matters

The structure of the regulatory landscape has real consequences.

A system that is large, fragmented and unevenly resourced:

- is harder for people and businesses to navigate
- is harder to coordinate when risks or conditions change
- makes it difficult to see where effort and pressure sit
- can encourage problems to be addressed by adding new requirements, rather than improving how the system works.

When no organisation has full visibility or clear responsibility for the whole system, insights from delivering regulation are not always used to improve system design or legislation.

The result is a system that becomes more complex over time without becoming more effective.

What this report does

This report sets out, for the first time:

- a clear picture of who regulates, what they regulate and how responsibilities are distributed
- a view of the scale, structure and complexity of the regulatory landscape
- insights into how responsibility, resources and legislative complexity are spread across the system.

It does not assess regulatory performance or propose specific reforms. Its purpose is practical.

To make the regulatory landscape visible so we can clearly understand it and improve how it works over time.

What we do now

The report points to four clear priorities for action across the regulatory landscape.

- **Understand:** Build a clear and consistent view of regulation across New Zealand
- **Strengthen:** Enable performance improvement and stewardship
- **Reduce cumulative complexity:** Move toward more coherent, manageable systems
- **Reform:** Take a more deliberate approach to how regulation is designed and organised

New Zealand faces many of the same regulatory challenges as other developed economies, but with a smaller population and resource base. This makes deliberate system design and stewardship¹ particularly important. The opportunity now is to use this evidence to improve how regulation is designed, coordinated and managed over time, so it works better for New Zealanders.

¹ [Regulatory stewardship | Ministry for Regulation](#)

Part I. Overview

Chapter 1. Introduction

**Chapter 2. The regulatory context in
New Zealand**

Chapter 3. International comparisons



Chapter 1 – Introduction

What this review does

This review provides a clear view of New Zealand’s regulatory landscape. It maps the organisations involved in regulation, the primary legislation that gives them their powers, and the workforce that delivers regulatory functions.

This mapping shows:

- what the regulatory landscape looks like as a whole
- how regulatory responsibilities are distributed across organisations and ministerial portfolios
- the key patterns that emerge.

Why this review matters

People and businesses often interact with multiple regulatory organisations and sets of rules. Navigating these interactions requires balancing the effort of complying with regulation against the benefits it delivers.

Until now, there has been no clear view of how regulatory responsibilities are distributed, or how the system operates over time. Without this perspective, it is difficult to see how different parts of regulation connect, where pressures build, and how well the overall system works in practice.

By looking across the regulatory landscape as a whole, this review highlights patterns that are not visible when looking at individual parts in isolation. It shows where coordination matters most, where stewardship responsibilities need to be clearer, and where effort can be better targeted.

This clearer view supports better decisions about how regulation is managed, coordinated and improved over time.

How to read this report

This report is structured in four parts:

- **part I** outlines the purpose, scope, approach and context for the review
- **part II** examines the scale, design and ownership of regulatory systems
- **part III** analyses funding, workforce and complexity
- **part IV** sets out implications for regulatory stewardship.

Additional detail including definitions, methodology and supporting data is provided in the appendices.

How we carried out this review

This review developed, tested and audited an approach to map the regulatory landscape that we can update, repeat and scale up. This approach enables us to collect, interrogate and report on data. This prototype gives us a foundation description of the structure, scale and institutional features of New Zealand's regulatory landscape. We intend to develop this prototype in future phases of this work. Refer to Appendix 2 for details.

The analysis draws on four main sources:

1. The Ministry's database of regulatory organisations
2. Legislation data from the Parliamentary Counsel Office
3. Workforce data from the Public Service Commission
4. Published annual reports.

Limitations of this review

This is the first time this level of information has been brought together. While it provides a comprehensive view, the underlying data varies in completeness and consistency.

In some areas, proxy measures and methodological judgements were required. The dataset includes a high volume of unstructured information compiled through a combination of manual processes and machine learning tools. Both introduce a risk of minor errors, such as duplication or misclassification.

The data was finalised in February 2026 to support report preparation, and some information may now be out of date.

The findings should therefore be understood as describing how responsibilities and effort are distributed, rather than assessing performance or effectiveness. The dataset provides a foundation that will be refined and expanded over time. The Ministry for Regulation will update this dataset and ensure it remains a valuable usable asset.

Use of AI tools

We used AI tools to support data ingestion and analysis, in line with *Responsible AI guidance for the public service: GenAI*.² The review team validated all AI outputs to make sure they are accurate and appropriate.

² Digital.govt.nz. n.d. [Responsible AI guidance for the public service: GenAI](#).

Chapter 2 – The regulatory context in New Zealand

New Zealand’s regulatory context

Regulation is one of the government’s main tools to achieve its economic, social, environmental and safety outcomes.

Ministers, agencies and stewards share responsibility for New Zealand regulatory stewardship. Ministers set policy direction and laws; agencies regulate; and stewards help regulatory systems work well.

There are a range of frameworks for guiding regulation that give us standards to assess the design of regulations, the practices of regulators and quality of regulatory stewardship. New Zealand also has two particular frameworks.

The Regulatory Standards Act 2025 sets the statutory benchmark for the quality of legislation. The Act includes principles for responsible regulation. Regulation should be clear, proportionate, lawful and open to consultation. Its benefits should justify its costs, and it should respect people’s liberties and property rights.

Government expectations for good regulatory practice.³ sets out what good regulation and regulatory stewardship look like. This includes regulation being proportionate, evidence-informed and risk-based; regulatory decisions being transparent; regulators coordinating with each other; and stewards taking care of our regulatory systems.

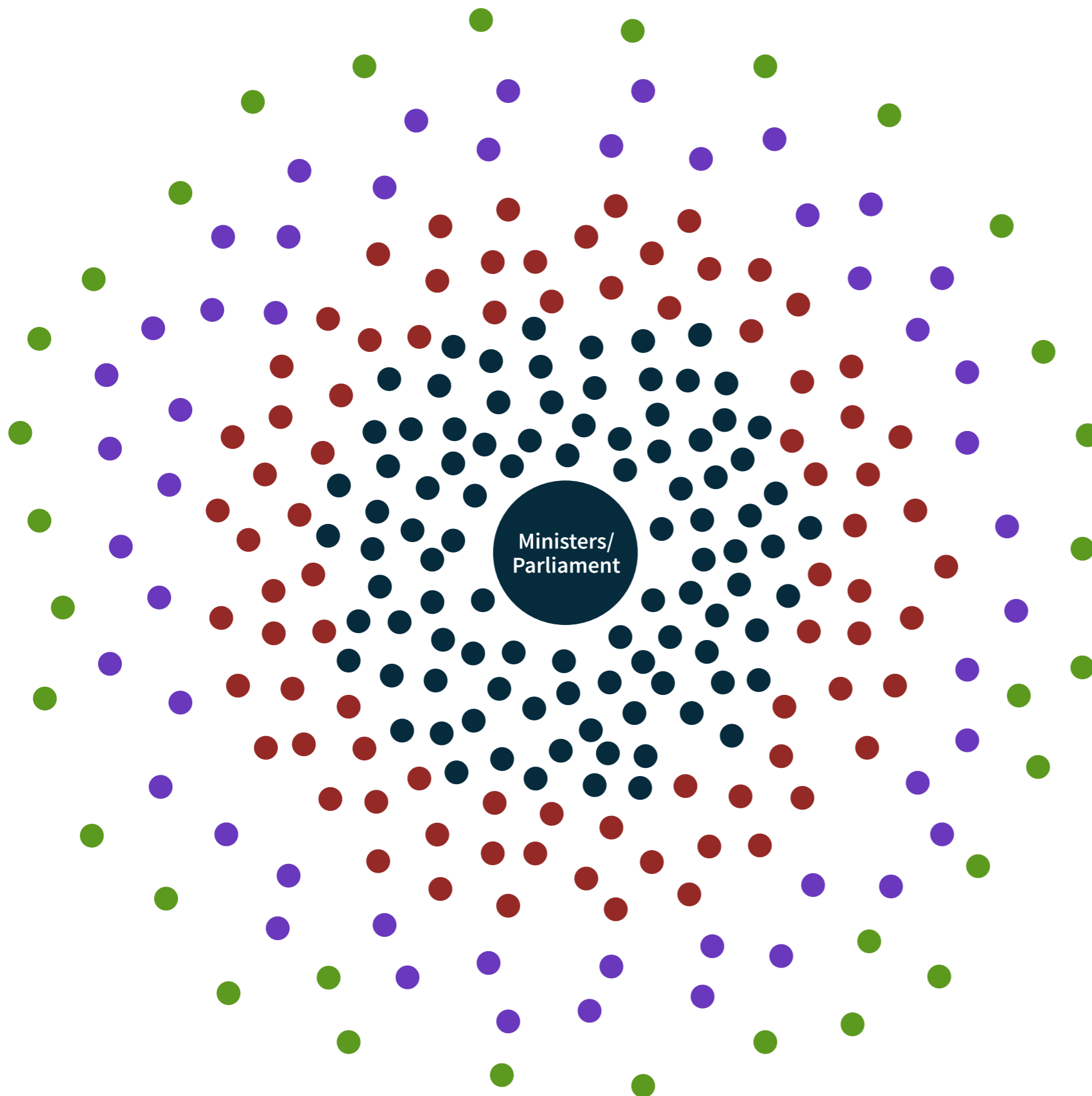
The regulatory landscape is large and complex

Over time, our regulatory landscape has grown. In 2014, the Productivity Commission’s *Regulatory Institutions and Practices* said it was vast.⁴ New Zealand’s regulatory responsibilities sit across a wide range of organisations. Departments, Crown entities, statutory bodies, local government, and some non-government entities all play a role.

Figure 1 below, shows the scale of regulation, and how widely distributed it is among organisations. Every organisation performs at least one regulatory function. A third of regulatory organisations are councils, with companies and charities, making up over 10% of regulatory organisations. The landscape reflects accumulated design choices over time, not a single blueprint.

³ New Zealand Government. 2017. [Government expectations for good regulatory practice](#).

⁴ Productivity Commission (June 2014) [Regulatory institutions and practices](#).



There are
267
regulators in New Zealand

- **Departments, Crown entities** (96/36%)
 - Department (50)
 - Crown Entity (36)
 - Departmental agency (3)
 - Other (4)
 - Non-Public service department (2)
 - Statutory corporation (1)
- **Local government** (79/30%)
 - Territorial authority (61)
 - Regional council (11)
 - Territorial authority – unitary (5)
 - Chatham Islands Council (1)
 - Outlying islands (x3) DIA/Min LG (1)
- **Statutory bodies, committees, and tribunals** (60/22.0%)
 - Statutory body (56)
 - Independent tribunal (4)
- **Charities, companies including crown-owned** (32/12%)
 - Incorporated society or company (29)
 - State-owned enterprise (2)
 - Statutory monopoly (1)

Pressure on regulatory systems makes coordination and stewardship more important

Agencies face pressure from policy changes, technology, public expectations and a constrained fiscal environment. These pressures increase the need for organisations to coordinate and adapt over time.

This review shows that responsibilities are spread across multiple organisations, which makes maintaining alignment more challenging and makes stewardship - looking after how regulatory systems operate as a whole and into the future - more important.

Regulatory organisations need to coordinate to ensure regulation is efficient and keeps producing good outcomes.

How the regulation affects New Zealanders

To facilitate understanding how regulatory systems interact, we have included two illustrative personas, each centred on a fictitious person or business, showing the range of interactions they can have across different parts of the system.

The personas are not exhaustive or a measure of performance; they are a practical way to convey the human impact of having to deal with multiple regulatory entities and requirements.

Two regulated parties

Who they are and what they have to navigate



Dave Cooper

Interacts with at least 11 different regulators and 8 different pieces of legislation

Owner-operator · Cooper Construction Ltd · Carterton

Sole-director residential builder, 8 years on the tools as his own boss. Employs one carpenter and an apprentice, Carl, in his second year. Six to eight jobs running across Wairarapa at any time. Books done at the kitchen table on Sundays.

THE BUSINESS

- 8 years trading** as a sole-director Ltd company. Registered Licensed Building Practitioner (Carpentry).
- 6 to 8 jobs** running concurrently across Carterton, Masterton, South Wairarapa, Upper Hutt.
- Owner + 2 staff:** a qualified carpenter and Carl, second-year apprentice (BCITO Ltd).
- ~\$900k turnover.** No accountant on retainer, no compliance staff. \$5m public liability cover.

REGULATORY LANDSCAPE

- Building Act, Code & Consents**
MBIE · CARTERTON DC · MASTERTON DC · SOUTH WAIRARAPA DC · UPPER HUTT CC
Building consent for any structural work, often differing in process and fees by district. Code of Compliance certification, earthquake-prone rules, accessibility. Four councils, four ways to file.
- Licensed Building Practitioner**
MBIE · LBP BOARD
Annual licence renewal, supervision of all Restricted Building Work, Memorandum of Records for every project, ongoing CPD, Code of Ethics.
- Construction Health & Safety**
WORKSAFE NZ · ENERGY SAFETY
HSWA PCBU duties on every site. Working at heights, asbestos in pre-2000 homes, scaffolding notifiables, site-specific safety plans. Construction has the highest number of ACC claims.
- Apprentice & Workforce**
BCITO LTD · MBIE EMPLOYMENT NZ · INZ
Carl's training agreement runs through BCITO Ltd with off-job training and fees. Holidays Act records, employment agreements, right-to-work checks for any new hire.
- Tax, ACC & Construction Contracts**
INLAND REVENUE · ACC · MBIE
ACC's construction levy. Construction Contracts Act payment claims, retentions held in trust, defect periods.
- Hazardous Substances & Waste**
EPA · WORKSAFE · GREATER WELLINGTON RC · COUNCILS
HSNO Act for paints, solvents, treated timber. Asbestos Regulations 2016 for anything pre-2000. Construction waste streams, landfill rules, dust and sediment controls on site.



Hannah Whyte

Interacts with at least 9 different regulators and 16 different pieces of legislation

Founder & skipper · Sounds Wildlife Tours · Havelock

Started solo in 2014 with one boat and a marine mammal permit. Twelve years on, ready to scale. A second vessel commissioned for Picton, expansion plans into Wellington. Each new boat, location and crew member brings its own regulatory pathway.

THE BUSINESS

- 1 catamaran:** 12-passenger Tūi. Plus 2 part-time crew, one in skipper-in-training pathway.
- ~3,500 passengers/year** across half-day wildlife tours, full-day Mail Run, charter.
- 12 years founder-skipper.** Maritime NZ Master <24m ticket. MTOC certified.
- \$800k second vessel** + Picton base. Targeting **5x revenue in 3 years.** Each step opens new pathways.

REGULATORY LANDSCAPE

- Maritime Safety & Vessel**
MARITIME NZ · MOSS
MOSS audit. Vessel survey, skipper and crew certification (LFC, NZCM, STCW), safety equipment, EPIRB, radio, operating procedures. Each new vessel = its own MOSS pathway.
- Marine Mammals & Wildlife**
DEPARTMENT OF CONSERVATION
Marine Mammal Commercial Permit. Approach distances codified: 50m dolphins, 200m whales. King Shag and fur seal protections, marine reserve concessions. New area = new permit conversation.
- Coastal & RMA Consents**
MARLBOROUGH DC · DOC · IWI · MACA
Coastal permits for jetties, moorings, structures. Marlborough Sounds RMP. Cultural impact and consultation with Ngāti Kuia, Ngāti Apa ki te Rā Tō, Rangitāne. Picton expansion = new consents.
- Adventure & Workplace Safety**
WORKSAFE NZ · ADVENTURE ACTIVITIES REGS
HSWA PCBU duties for crew and 12 passengers a trip. Adventure Activities test for tour activity types, risk assessments per tour, notifiable events, mandatory passenger safety briefings.
- Employment & Crew Certification**
MBIE EMPLOYMENT NZ · MARITIME NZ TRAINING
Casual and seasonal employment contracts, Holidays Act records, minimum wage. Skipper-in-training pathway requires Maritime NZ approved sea time, structured training, exams.
- Tax, ACC, Privacy & Consumer**
IRD · ACC · COMPANIES OFFICE · OPC · COMCOM
Companies Office annual return, Fair Trading and Consumer Guarantees on tour packages, Privacy Act for passenger data and EFTPOS.

Role of the Ministry for Regulation

The Ministry for Regulation is the primary steward of New Zealand's regulatory management system. As part of being a good steward of that system, it needs to understand the regulatory landscape in which it operates. Our goals include increasing the quality and transparency of regulation, improving public trust and confidence in regulation, and strengthening the capability of regulators.

However, without clear information on where regulatory responsibilities lie and where regulatory effort is concentrated, we cannot easily spot emerging risks, target improvements or understand how those improvements will impact the regulatory landscape.

In 2014, to improve how regulation is designed and operated, the Productivity Commission recommended mapping regulatory systems and regulations. This review builds on that advice to create a unifying view of the regulatory landscape.

The Regulatory Standards Act 2025 sets high expectations of how regulation is developed and amended. It improves the understanding of existing stock of regulation and how regulatory systems operate over time. This review supports those expectations.

Chapter 3 – International comparisons

How New Zealand compares internationally

Looking at regulatory systems in other countries provides useful context for understanding New Zealand’s approach.

Across OECD and APEC economies, regulation is a core tool used to manage economic, social and environmental outcomes. While institutional arrangements differ, most countries are responding to similar challenges in how regulation is designed, coordinated and maintained over time.

These comparisons do not provide a benchmark for the “right” structure. Instead, they highlight how different design choices shape how regulatory systems operate in practice.

Common challenges across regulatory systems

International evidence points to a set of recurring challenges.

Maintaining public trust

Consultation processes are often more open, but governments do not always clearly explain how feedback has influenced decisions. This can weaken trust and reduce engagement over time.

Keeping pace with change

Regulatory systems are under pressure to keep up with technological and market developments. Where systems are less adaptable, regulation can become outdated or harder to apply in practice.

Delivering on complex policy goals

Governments are increasingly using regulation to support broader objectives, such as environmental sustainability. These goals often cut across sectors and require coordination between agencies.

Learning from implementation

Countries tend to invest more effort in designing regulation than in evaluating how it works in practice. As a result, insights from delivery and enforcement are not always used to improve system design.

A country’s institutional design has implications for regulatory design

International comparison suggests that differences in how regulatory systems perform reflect countries’ institutional forms.

Comparing regulatory systems across countries highlights the patterns and trade-offs associated with different institutional arrangements:

- In **unitary systems** (like Estonia and Singapore), regulatory responsibilities are concentrated in ministries or aligned agencies. This tends to mean government policy, and regulation design and delivery are more integrated and aligned.
- **Unitary systems with arm’s-length or independent regulators** (like the United Kingdom (UK) and the Netherlands) rely more on regulatory stewardship and coordination mechanisms to maintain policy and delivery alignment.
- **Federal systems** (like Australia and Canada) need multiple arrangements for regulation. This type of constitution can make regulation complex and fragmented.
- New Zealand’s **unitary mixed delivery model** distributes regulatory functions between departments, Crown entities and other types of organisations. This model relies on regulatory stewardship to encourage policy and delivery alignment.

Table 1 shows features of institutional form for New Zealand and six similar jurisdictions. Each model has implications for:

- how well regulation aligns with government policy
- how well regulation is coordinated
- how well regulation design aligns with how regulation is delivered.

Table 1. Features of regulatory systems in New Zealand and similar jurisdictions

Jurisdiction	Institutional form *	Proximity to ministers ^	Policy alignment ‡	Delivery alignment §
Australia	Federal Regulatory system has multiple levels, reflecting the federal system	Low to moderate	Weak to moderate	Weak to moderate
New South Wales	State Westminster system within Australian federation	Moderate to high	Moderate to strong	Moderate
Canada	Federal Strong provincial autonomy	Moderate	Moderate	Weak to moderate
Estonia	Unitary Regulators are part of Ministries Strong central coordination	High	Strong	Strong
New Zealand	Unitary Mixed delivery model	Moderate	Moderate to strong	Moderate

Jurisdiction	Institutional form *	Proximity to ministers ^	Policy alignment ‡	Delivery alignment §
Singapore	Unitary Statutory boards	High	Strong	Strong
The Netherlands	Unitary Independent regulators	Moderate	Moderate to strong	Moderate
UK	Unitary Arm's-length regulators	Moderate	Moderate	Weak to moderate

Note

* Institutional form is the legal and organisational structure.

^ Proximity to ministers is the ease that regulators can access ministers directly.

‡ Policy alignment is the consistency between regulations and government policy.

Why institutional design matters

International comparisons suggest how regulatory responsibilities are organised affects how systems function in practice.

Systems with more distributed responsibilities tend to rely more heavily on:

- clear roles and accountabilities
- effective coordination between organisations
- strong stewardship arrangements.

Systems with more concentrated responsibility may reduce the number of organisational interfaces, but place greater emphasis on internal capability and governance.

These differences reflect trade-offs rather than clear advantages. Performance depends less on structure alone and more on how well the system is managed.

Regulatory coherence is an important driver of performance

Evidence from the UK indicates that the coherence of a regulatory system is more important than its size or the number of regulators involved. This research indicates that systems perform better when:

- responsibilities are clearly defined
- agencies understand how their roles fit together
- coordination mechanisms are deliberate and consistent.

Victoria, Australia – regulatory stewardship in a unitary system and federal structure

The focus for Victoria’s regulation has shifted from efficiency towards capability and stewardship. While regulation responsibilities are shared by multiple agencies, built-in features make regulation coherent.

The key features of Victoria’s approach include:

1. Portfolio-based regulators that operate across the state. Regulators like Environment Protection Authority Victoria, WorkSafe Victoria and Energy Safe Victoria operate as single authorities.
2. Central management of regulatory arrangements include common guidance, regulator inventories and structured oversight. This aims to reduce duplication, shorten accountability loops and make regulatory systems more consistent.

What this means for New Zealand

International comparisons reinforce several themes relevant to New Zealand.

They highlight that:

- distributed regulatory responsibilities increase the need for coordination and stewardship
- structural change alone is unlikely to improve performance
- ongoing attention to how systems are managed and maintained is critical.

These insights provide context for the findings in the following chapters, which examine how these features appear in New Zealand’s regulatory landscape.

Part II. Size, design and ownership of regulatory systems

Chapter 4. The size and design of our regulatory landscape

Chapter 5. The ownership of our regulatory systems



Chapter 4 – The size and design of our regulatory landscape

There are different ways to measure the size of the regulatory landscape

This Ministry for Regulation report takes a citizen’s perspective, counting all organisations that people and businesses interact with when dealing with regulation.

Understanding the size and structure of the system is important, because it shapes how regulation is experienced in practice and how easy it is to coordinate, navigate and improve. The legal ownership of these organisations is often unclear and usually unimportant to citizens - until it matters. What frustrates them is that the organisations they deal with on one issue can have different requirements and give different advice.

Some countries look at the size of their regulatory landscape differently. For example, some count standard setting bodies as regulators but not agencies that set policy. This makes it difficult to compare our regulatory landscape with those overseas.

We consider the size of a regulatory system to be the number of organisations involved in regulation and how their regulatory responsibilities are distributed. Each regulatory system’s size influences how many organisations citizens must interact with, and how widely spread or concentrated its regulatory functions are. Bringing these ‘full’ systems together shows the true size of the regulatory landscape.

The design of a regulatory system influences its size

Regulatory systems are typically designed in one of two broad ways, and this influences how large they appear in practice.

One approach is to **distribute regulatory functions** across multiple specialist organisations. These organisations focus on specific risks or sectors, which can support depth of expertise and clearer focus. However, this approach increases the number of organisations involved and requires coordination between them.

An alternative approach is to **consolidate functions** within a smaller number of larger regulators. This reduces the number of interfaces for regulated parties but can increase internal complexity and place greater demands on governance and capability.

These are not fixed models. Most regulatory systems sit somewhere between these two approaches.

The choice between them involves trade-offs. These include:

- how easy it is for people and businesses to navigate the system
- how much coordination is required between organisations
- how effectively capability and resources can be deployed.

Design choices also influence **where regulatory effort is concentrated**. A more dispersed system, with many specialised regulators, can increase regulatory activity across a wider range of areas, including areas where risks to consumers or the public are relatively low. This can draw capability and resources into maintaining multiple regulatory functions, rather than focusing effort where risks and impacts are greatest.

There is no single optimal design. The effectiveness of a system depends on how well these trade-offs are managed, and how deliberately regulatory effort is directed to where it delivers the most benefit. This reinforces the importance of improving system visibility and strengthening co-ordination particularly where responsibilities are distributed.

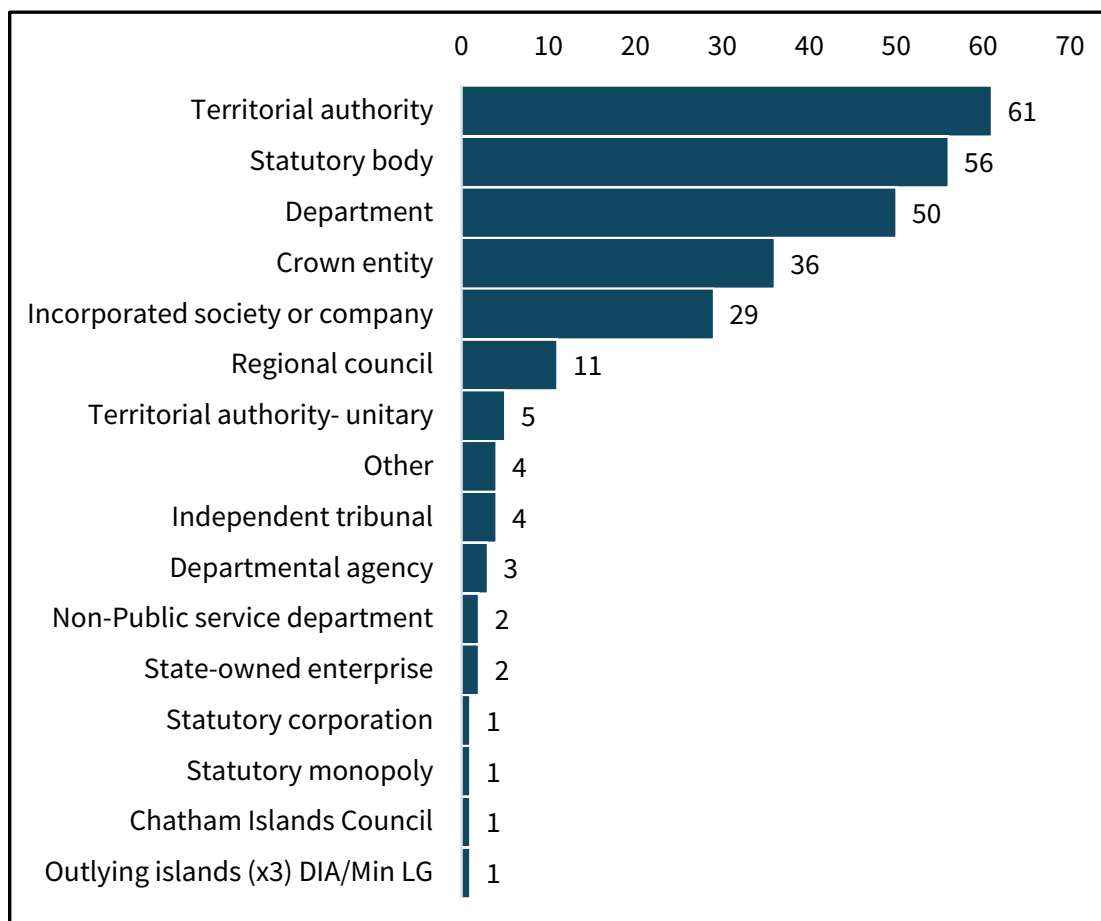
New Zealand's regulatory landscape involves at least 267 regulatory organisations

The regulatory landscape involves at least 267 regulatory organisations, with responsibilities spread across many different types of organisations. (see **Figure 2**).

These organisations include departments, Crown entities, statutory bodies, local government and non-government entities. This reflects how regulatory responsibilities have been added and distributed over time rather than designed as a single system.

This level of distribution increases the number of interfaces between organisations, making coordination more complex and increasing reliance on effective stewardship of the system.

Figure 2. Number and type of regulatory organisations in New Zealand



Note

Appendix 1 defines the types of regulatory organisations; Appendix 6 lists them by type.

New Zealand’s regulatory landscape has grown as regulatory responsibilities have been consolidated or dispersed

The size of New Zealand’s regulatory landscape today results from a series of historical and legislative choices, rather than a deliberate, consistent approach to its design. Our analysis shows that regulation is unevenly distributed across organisations. Regulation is either delivered by standalone regulatory organisations, or ones that have broader mandates than regulation.

Over time regulatory functions have been reallocated and altered to respond to new risks, challenges and policy priorities. Organisations have acquired regulatory functions, as the functions have been consolidated or dispersed to respond to sectoral, capability, capacity, efficiency or coordination issues. This helps explain why we now have many small, focused regulatory organisations plus a few with a broad range of responsibilities within a regulatory system.

The Ministry for Primary Industries (MPI) is an example of a regulator with a broad range of responsibilities. It was formed by consolidating the government’s fisheries, food safety, agriculture, biosecurity, animal welfare and forestry responsibilities from three agencies into

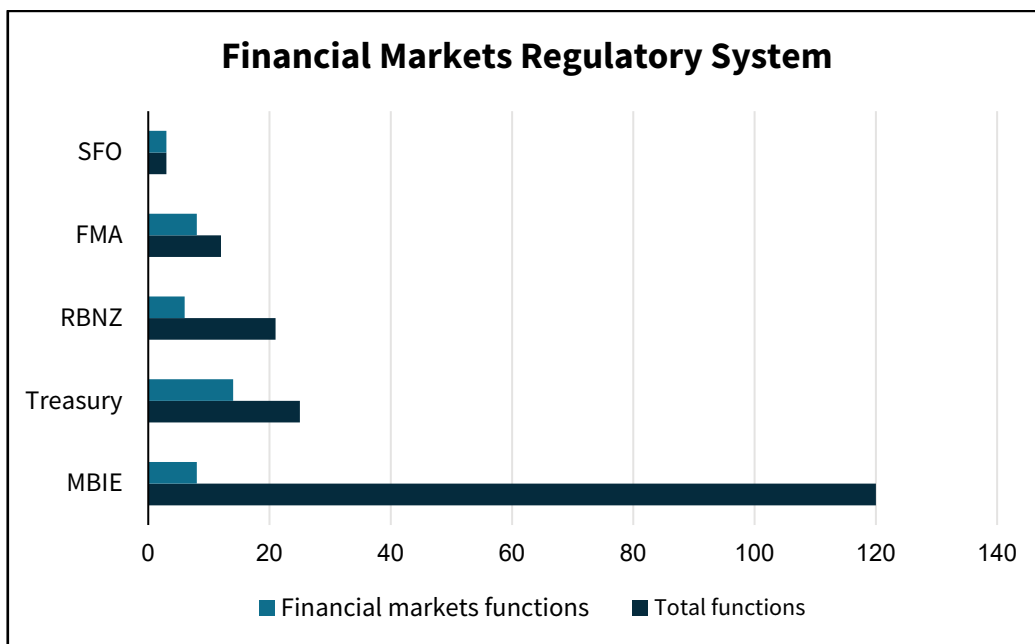
one. MPI now has regulatory functions, as well as responsibilities for promoting industry and economic growth.

However, we've also seen new regulatory agencies established that have a comparatively narrow, clearly defined mandate, such as Water Services Authority – Taumata Arowai and Te Tari Pureke | Firearms Safety Authority. This has increased the total number.

Often, a regulatory system involves many organisations that split regulatory responsibilities between them. For example, responsibility for the financial markets regulatory system is spread across five agencies (see **Figure 3**). These agencies operate under multiple Acts and use various regulatory instruments.

This example shows that, when regulatory functions are consolidated, regulation can be only a small part of what large agencies do. In agencies like the Ministry of Business, Innovation and Employment (MBIE), the Reserve Bank of New Zealand (RBNZ) and the Treasury, regulating financial markets could compete for attention and resources with other organisational priorities.

Figure 3. Spread of functions for regulating New Zealand's financial markets



Note

SFO = Serious Fraud Office; FMA = Financial Markets Authority.

The Council of Financial Regulators helps to coordinate the regulatory system, by sharing information and aligning regulatory responses and approaches, but it has no authority over the regulators. Therefore, regulatory stewardship relies heavily on the agencies coordinating themselves, rather than there being clear accountabilities for the regulatory system's performance.

What this means for the future

Looking across the regulatory landscape shows that:

- the number of organisations involved in regulation reflects both consolidation and the creation of new, specialised regulators
- responsibilities are widely distributed across organisations and institutional forms
- many regulatory systems rely on coordination between multiple organisations rather than a single point of control.

These features shape how regulation operates in practice and the level of effort required to manage it.

The implications of these patterns are considered later in the report.

Chapter 5 – The ownership of our regulatory systems

New Zealand regulatory systems are often owned by multiple agencies

Ownership of a regulatory system refers to the government agency responsible for the system and the system's stewardship.

Our data suggests that many regulatory systems are not owned by one government agency from end-to-end. Instead, ownership is commonly shared between departments, Crown entities and local government. These agencies take on different combinations of regulatory roles.

The variation in ownership of our regulatory systems reflects historical, legislative and policy choices as well as the purpose and risk that underpins them.

How ownership is structured has a direct impact on how well regulatory systems perform - including how decisions are made, how risks are managed, and how easily systems can adapt over time.

Distribution of regulatory responsibility across ministerial portfolios

There is significant variation in the number of regulatory organisations held across Ministers' portfolios, with some Ministers responsible for a much larger share than others. Eight Ministers each have more than 10 regulatory organisations across their portfolios.

Below are two examples of regulatory responsibility across two Ministers. Refer to Appendix 7 for additional information.

- Hon Simeon Brown holds the largest number, with 32 regulatory organisations across his portfolios, the majority (28) within the health portfolio.
- The Commerce and Consumer Affairs portfolio has the next highest number at 23, meaning Hon Cameron Brewer has the second largest number of regulatory organisations across his portfolios.

Shared ownership of a regulatory system creates challenges

When regulatory responsibilities are shared between agencies it can make stewardship more difficult, as the agencies operate under different legislative mandates and have different accountability arrangements.

Experience indicates that when no single organisation is explicitly responsible for a regulatory system, the government responds to failure by adding more regulations or regulators. This tends

to make regulation more complex and does not address underlying issues with the system's design or stewardship.

Ownership arrangements involve trade-offs. Different agencies bring different capabilities, mandates and accountabilities. Bringing these together can strengthen how systems operate - but also increases the need for coordination and clarity about how the system works as a whole.

Clear ownership of a regulatory system affects its performance

Ownership of a regulatory system determines who is responsible for the system's performance. When ownership is clear, it is easier to understand who is responsible for regulatory outcomes, how they identify and manage risks and harm, and whether systems are agile enough that they can adapt as circumstances change.

When these roles are distributed between different agencies, the regulatory system's performance depends less on the agencies' formal mandates and more on how clearly stewardship responsibilities are articulated and how actively they are exercised. In practice, these roles are not always clearly defined in New Zealand's regulatory landscape.

Ownership of a regulatory system influences its stewardship

A regulatory system works together to influence behaviour and achieve a regulatory outcome. Regulatory stewardship ensures that these different parts of a regulatory system are coherent. Stewardship goes beyond administering individual regulations. It looks at the performance of the whole system; monitors the impact it has on regulated parties and the public; manages the interfaces between regulatory organisations; and supports the system to learn and adapt.

Without clear system-level ownership, coordination relies more heavily on relationships and informal mechanisms. This makes it harder to see how the system is performing, and how pressures are building across it.

All agencies in a regulatory system are responsible for its stewardship

Government expectations for good regulatory practice⁵ puts responsibility for stewardship on government agencies. When more than one agency is part of a regulatory system, it recognises that these agencies must work together on stewardship.

Some agencies, such as Toitū Te Whenua - Land Information New Zealand, publicly accept responsibility for ensuring that the functions in their four regulatory systems are coherent, even when those functions are distributed between multiple organisations.⁶

⁵ New Zealand Government. 2017. [Government expectations for good regulatory practice](#).

⁶ The four systems are: Property Rights, Property Information, Crown Land and Overseas Investment. Toitū te Whenua | Land Information New Zealand. n.d. [Our regulatory systems](#).

Large departments with multiple functions, like MBIE, operate in a relatively vertically integrated regulatory environment.

Regulatory systems in New Zealand have different types of ownership

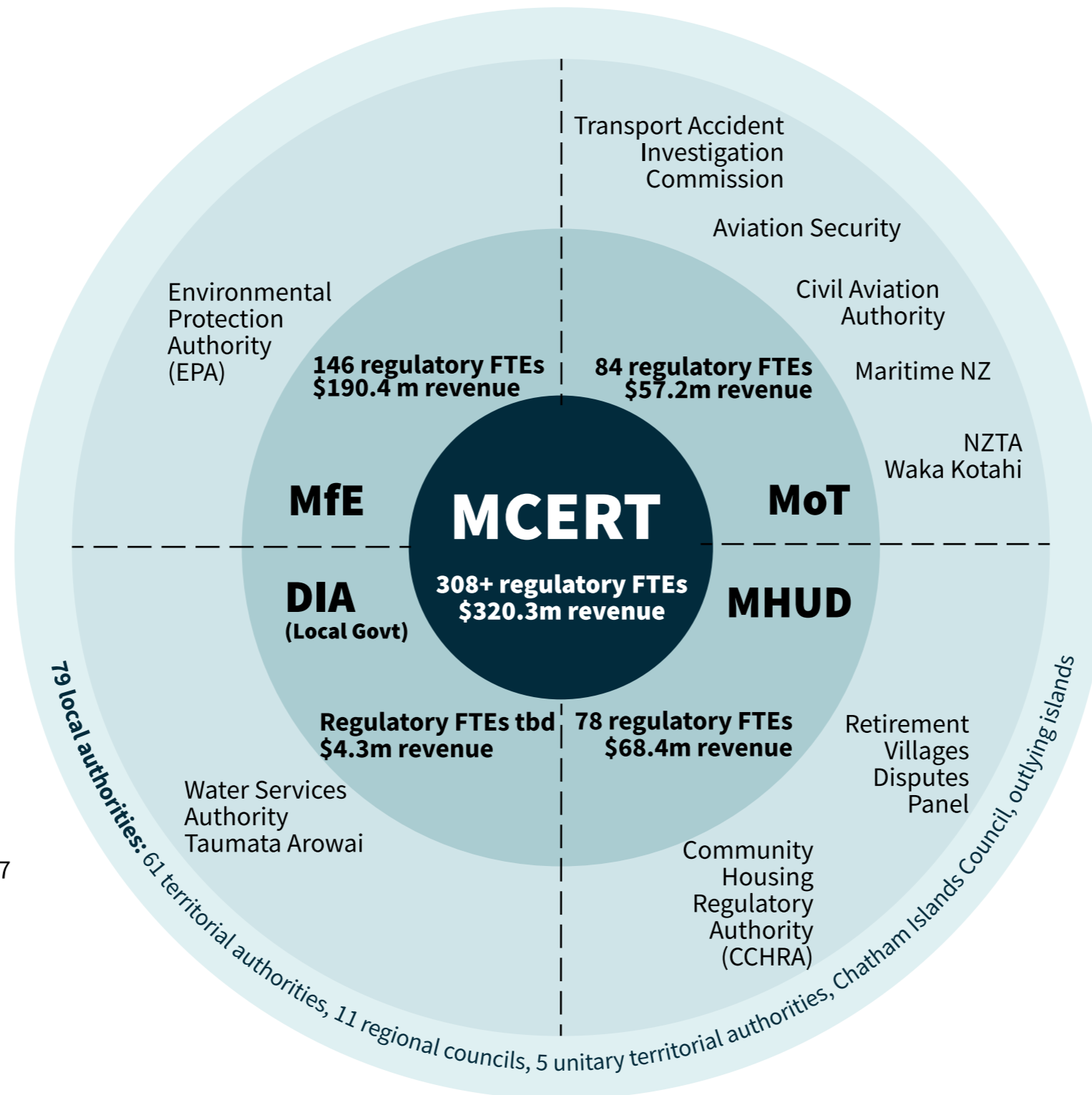
To illustrate the variation in regulatory systems' ownership, we looked closely at three systems. These diagrams show that what a government agency is primarily known for, and focused on, can differ from its regulatory responsibilities. They also illustrate how competing priorities within a single organisation can affect how regulatory functions are prioritised. Where regulatory systems involve multiple organisations, each with their own priorities and mandates, this complexity increases. As a result, understanding how responsibility is distributed across organisations is important for understanding how regulatory systems operate in practice.

This can make it more difficult to maintain a clear view of system-level responsibilities and how regulatory functions align across organisations.

- **The Ministry for Cities, Environment, Regions and Transport (MCERT)** has brought together at least four different regulatory systems under one ministry. It delivers regulatory outcomes as part of a diverse regulatory system. The stewardship of its regulatory systems depends on how well regulatory responsibilities are coordinated across MCERT.

MCERT - Regulatory interests

**At least 25% of MCERT will be regulatory (plus DIA).
This represents at least 3.5% of the Government regulators.**



Ministry for the Environment (MfE) administers

- 14 Principal Acts
- 167 pieces of secondary legislation

Related regulatory agencies

- Environmental Protection Agency administers 219 pieces of secondary legislation

DIA (Local govt, animal control, water) administers

- around 90 Principal Acts
- 47 pieces of secondary legislation

Related regulatory agencies

- Water Services Authority administers 17 pieces of legislation

Ministry of Transport (MoT) administers

- 20 Principal Acts
- 162 pieces of secondary legislation

Related regulatory agencies

- CAA administers 51 rules
- NZTA administers 67 rules, bylaws, exemptions
- Maritime NZ administers 70 rules

Ministry of Housing and Urban Development (MHUD) administers

- 10 Principal Acts
- 13 pieces of secondary legislation

No related agencies administering secondary legislation

Notes and sources

- Revenue taken from 2024/25 Annual Reports (total revenue) except DIA (revenue for Local Government only).
- FTEs from Public Service Commission.
- Legislation counts taken from Parliamentary Counsel Office Legislation website except DIA (from DIA list of Local Government legislation).

Ministry for the Environment (MfE) administers:

14 Principal Acts

1. Resource Management Act 1991
2. Climate Change Response Act 2002
3. Fast-track Approvals Act 2024
4. Environment Act 1986
5. Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012
6. Waste Minimisation Act 2008
7. Hazardous Substances and New Organisms Act 1996
8. Litter Act 1979
9. Environmental Protection Authority Act 2011
10. Resource Management (Natural and Built Environment and Spatial Planning Repeal and Interim Fast-track Consenting) Act 2023
11. Fiordland (Te Moana o Atawhenua) Marine Management Act 2005
12. Soil Conservation and Rivers Control Act 1941
13. Environmental Reporting Act 2015
14. Ozone Layer Protection Act 1996

167 pieces of secondary legislation

Related regulatory agencies

- Environmental Protection Agency administers 219 pieces of secondary legislation

DIA (Local govt, animal control, water) administers:

30 Principal Acts

1. Ellesmere Lands Drainage Act 1905
2. Land Drainage Act 1908
3. River Boards Act 1908
4. Bylaws Act 1910
5. Public Authorities (Party Wall) Empowering Act 1919
6. Rotorua Borough Act 1922
7. Ashley River Improvement Act 1925
8. Taupiri Drainage and River District Act 1929
9. Impounding Act 1955
10. Rangitaiki Land Drainage Act 1956
11. Public Bodies Contracts Act 1959
12. Local Authorities (Members' Interests) Act 1968
13. Public Bodies Leases Act 1969
14. Rates Rebate Act 1973
15. Local Government Act 1974
16. Local Government Official Information and Meetings Act 1987
17. Local Legislation Acts 1926-1992
18. Chatham Islands Council Act 1995
19. Dog Control Act 1996
20. Local Electoral Act 2001
21. Local Government Act 2002
22. Local Government (Rating) Act 2002
23. Local Government (Auckland Council) Act 2009
24. Local Government (Auckland Transitional Provisions) Act 2010
25. Freedom Camping Act 2011 (administered jointly with DOC)
26. Local Government Borrowing Act 2011
27. Taumata Arowai—the Water Services Regulator Act 2020
28. Water Services Act 2021
29. Local Government (Water Services Preliminary Arrangements) Act 2024
30. Water Services Acts (Repeal) Act 2024

47 pieces of secondary legislation

Related regulatory agencies

- Water Services Authority administers 17 pieces of legislation

Ministry of Transport (MoT) administers:

20 Principal Acts

1. Land Transport Act 1998
2. Maritime Transport Act 1994
3. Maritime Security Act 2004
4. Wellington Airport Act 1990
5. Transport Accident Investigation Commission Act 1990
6. Auckland Airport Act 1987
7. Airport Authorities Act 1966
8. Civil Aviation Act 2023
9. Land Transport Management Act 2003
10. Road User Charges Act 2012
11. Railways Act 2005
12. Government Rooding Powers Act 1989
13. Port Companies Act 1988
14. Submarine Cables and Pipelines Protection Act 1996
15. Ship Registration Act 1992
16. Shipping Act 1987
17. Land Transport (Speed Limits Validation and Other Matters) Act 2015
18. Colliery Railways Vesting Act 1893
19. Wellington and Manawatu Railway Purchase Act 1908

162 pieces of secondary legislation

Related regulatory agencies

- CAA administers 51 rules
- NZTA administers 67 rules, bylaws, exemptions
- Maritime NZ administers 70 rules

Ministry of Housing and Urban Development (MHUD) administers:

10 Principal Acts

1. Public and Community Housing Management Act 1992
2. Retirement Villages Act 2003
3. Residential Tenancies Act 1986
4. Housing Act 1955
5. Unit Titles Act 2010
6. Urban Development Act 2020
7. Housing Assets Transfer Act 1993
8. Infrastructure Funding and Financing Act 2020
9. Riccarton Racecourse Development Enabling Act 2016
10. Kāinga Ora—Homes and Communities Act 2019

13 pieces of secondary legislation

No related agencies administering secondary legislation

MCERT

Primary Acts,
secondary legislation
and related agencies
administering
legislation

- **The dog control regulatory system** distributes regulatory responsibilities among central departments, Crown entities and local government. This contributes to a complex and fragmented regulatory system. The performance of this system depends on how well regulatory responsibilities are coordinated and the capabilities of individual organisations involved.

Dog control system and other regulation



System	Dog control system	Other dog management regulation			
Regulator	Department of Internal Affairs (DIA) System steward Administers Dog Control Act & Local Government Act	Ministry for Primary Industries (MPI)	Ministry of Health (MoH)	Department of Conservation (DoC)	Ministry of Justice (MoJ)
Primary legislation	Dog Control Act 1996 Primary instrument for dog control (enforced by local councils) Local Government Act 2002 Mechanism for creating relevant bylaws and enforcement powers	Animal Welfare Act 1999 Governing the treatment of animals	Health Act 1956 Enabling authorities to protect against public health nuisances	Wildlife Act 1953, Conservation Act 1987 and National Parks Act 1980 Empowers DoC to restrict dog access to public land and protect native wildlife	Crimes Act 1961, Summary Offences Act 1981, Criminal Procedure Act 2011 and Search and Surveillance Act 2012 Serious criminal offences; minor criminal offences; criminal court process; investigative powers framework
Secondary legislation	Council dog and public place bylaws and enforcement powers	Code of Welfare: Dogs Outlines the treatment of dogs and minimum standards			
Council policy	Council dog control policies				
Regulatory actor	Delegated authority given to: <ul style="list-style-type: none"> Dog control officers Animal control officers Dog rangers Authorised officers Supporting role: <ul style="list-style-type: none"> Police 	Delegated authority given to: <ul style="list-style-type: none"> SPCA Animal welfare inspectors Auxillary officers (assists inspectors) Supporting role: <ul style="list-style-type: none"> Police 	Delegated authority given to: <ul style="list-style-type: none"> Public health officers Supporting role: <ul style="list-style-type: none"> Police 	Delegated authority given to: <ul style="list-style-type: none"> Warranted persons DoC rangers Authorised officers Supporting role: <ul style="list-style-type: none"> Police 	Delegated authority given to: <ul style="list-style-type: none"> Police Supporting roles: <ul style="list-style-type: none"> Animal welfare officers Dog control officers

Notes:

The Racing Industry Act 2020 regulates greyhound racing. Greyhound racing will be banned on 31/06/2026.
Code of Welfare: Dogs sets minimum standards and does not itself contain powers, offences or penalties. These reside in the Animal Welfare Act and other supporting regulations.

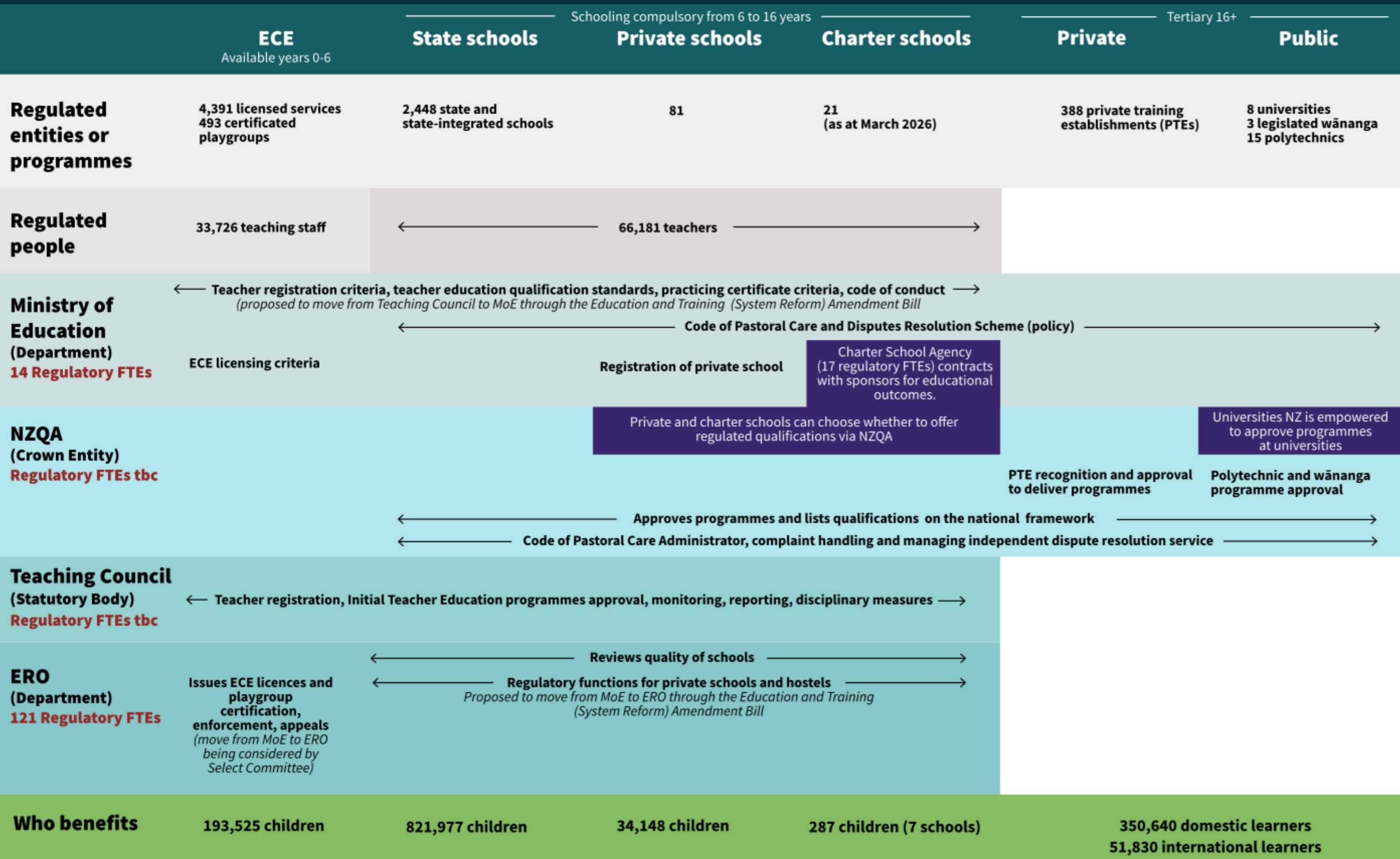
Related legislation:

The Accident Compensation Corporation Act 2001 has a key role in the dog system. However, as it is not regulatory it has been excluded from this diagram.

Biosecurity Act 1993 (MPI)
 Provides for import controls and managing the spread of disease.

- **The education regulatory system** is large and provides both state-owned and private education. The Ministry of Education oversees the education regulatory responsibilities of several other organisations, in addition to policy and system ownership of education overall. Agencies have large service delivery roles alongside their regulatory interests.

Education - regulatory interests



In these systems, consolidation has sometimes increased the size of the regulatory system but not resolved underlying challenges with how regulatory organisations coordinate.

In other contexts, such as the agriculture and horticulture review completed by Ministry for Regulation⁷, concluded that strengthening coordination, shared guidance and interface management would deliver greater net benefits than from amalgamating regulators, given distinct purposes and expertise of involved agencies.

Together, these examples illustrate the effectiveness of ownership is less about organisational form and more about whether stewardship responsibilities are clearly defined, supported, and actively exercised.

What this means for the future

A regulatory system that shares ownership among multiple organisations is not necessarily fragmented. It can still have clear ownership. To achieve this, it needs to clearly define a lead government agency for ensuring the system's stewardship is active, how regulatory organisations are expected to coordinate and how system risks and stewardship issues will be escalated.

Conversely, a regulatory system can be anchored in a single public Act but still face stewardship challenges. This can happen if its functions are split between multiple organisations and the ownership of the system's stewardship is not clearly defined.

Looking across regulatory systems in New Zealand we see that:

- ownership is often shared
- co-ordination is a central feature
- the way ownership is arranged influences where effort and resources are directed.

Our findings reinforce the importance of strengthening stewardship, improving system visibility, and making ownership more explicit where it matters.

⁷ <https://www.regulation.govt.nz/assets/Publication-Documents/Agricultural-Horticultural-Products-Regulatory-Review-summary-report.pdf>

Part III. Funding, workforce and complexity of regulatory systems

Chapter 6. Our regulatory funding sources and workforce

Chapter 7: The complexity of our regulatory systems

Chapter 6 – Our regulatory funding sources and workforce

How regulation is resourced

Chapter 6 complements our analysis of the size, design, ownership and complexity of the regulatory landscape, and should be read alongside those chapters.

There are two dimensions to resourcing:

- funding - how regulatory work is financed
- workforce - who does regulatory work.

Different types of regulatory agencies are funded differently

We analysed the funding sources of 69 agencies whose financial information is detailed, comparable and publicly available. We excluded the other agencies because of limitations with their public reporting. Consequently, our analysis only gives a partial view of financial resource patterns.

These are the main patterns we observed:

- **Crown funding:** Departments and some Crown entities receive most of overall funding from this source.
- **Fees and registrations:** Professional bodies, such as the Dental Council of New Zealand and the Occupational Therapy Board of New Zealand, rely on this source of funding.
- **Levies:** Some Crown entities and professional bodies receive funding from this source. However, different ways of accounting for levy income may affect this finding.
- **Other sources:** Most agencies receive funds from some other sources (interest & investment, property and asset gains, grants and donations, fines and recoveries and service and contract revenue), but for most it is a small proportion. A few Crown entities and state-owned enterprises rely more heavily on these other sources.

This results in variation in how regulatory activity is financed across the system. We provide more detail below.

Crown funding

Most agencies either receive no Crown funding, or Crown funding is their main source. Only about 24% of agencies sit between these two extremes (see **Table 2**).

Our data shows that 43% receive no Crown funding. Most of these are professional bodies, industry bodies and state-owned enterprises.

In contrast, 33% receive most of their funding from the Crown. These are mainly departments and Crown entities.

Table 2. Proportion of regulators' income from Crown

Crown funding as a proportion of income	Number	Percent
0%	30	43
1-20%	6	9
21-50%	2	3
51-80%	8	12
81-100%	23	33

Fees and registrations

Although most regulatory agencies receive no funding from fees and registrations, a few rely heavily on this source (see **Table 3**). These are mainly professional bodies (such as the Dietitians Board and the New Zealand Law Society).

Our data shows that 58% do not rely on fees and registrations to finance their regulation. These are mainly departments and Crown entities.

In contrast, 19% receive most of their funding from fees and registrations. These are mainly regulators of professions.

Table 3. Proportion of income financed by fees and registrations

Fees and registrations as a proportion of income	Number	Percent
0%	40	58
1-20%	4	6
21-50%	6	9
51-80%	6	9
81-100%	13	19

Levies

Most regulatory agencies do not use levies to fund their regulation (see **Table 4**). Of those who receive funding from levies, most are Crown entities (such as Fire and Emergency New Zealand) and regulators of professions.

Table 4. Proportion of regulators' income financed by levies

Levies as a proportion of income	Number	Percent
0%	50	72
1–20%	9	13
21–50%	5	7
51–80%	2	3
81–100%	3	4

Other sources

While most regulatory agencies receive some funding from other sources, it is usually a small proportion of their total income (see **Table 5**).

Of those whose accounts we analysed, 71% receive 20% or less of their funding from other sources. These are mostly departments and professional regulators. Those who rely heavily on other sources are mainly Crown entities and state-owned enterprises.

Table 5. Proportion of regulators' income financed by other funding sources

Other funding sources as a proportion of income	Number	Percent
0%	1	1
1–20%	48	70
21–50%	8	12
51–80%	3	4
81–100%	9	13

Funding and trade-offs

Funding arrangements influence how regulatory effort is distributed.

In some areas:

- funding is stable and centralised (for example, through Crown appropriations)
- activity is more predictable and aligned with government priorities.

In others:

- funding depends on fees or levies
- activity may be influenced by the size or structure of the regulated population.

Because funding models differ, there is no single view of how much resource is directed to different parts of the regulatory landscape. These differences create important trade-offs.

Where regulatory activity is funded through fees or levies:

- resources may be more readily available in sectors with established professions or large regulated populations
- regulatory systems in these areas may be more developed or visible.

However, this can result in:

- greater investment in regulatory activity where funding mechanisms are easier to sustain
- less visibility of whether that investment aligns with relative levels of risk or public impact.

Conversely, areas that rely on Crown funding must compete with other government priorities.

Overall, funding arrangements can shape where effort is directed across the landscape, not always because of risk or need, but because of how systems are financed.

The Regulatory Workforce

We analysed how many people are doing regulatory work in departments and Crown entities. This is the first time that workforce data for regulatory work has been systematically gathered and analysed in New Zealand.

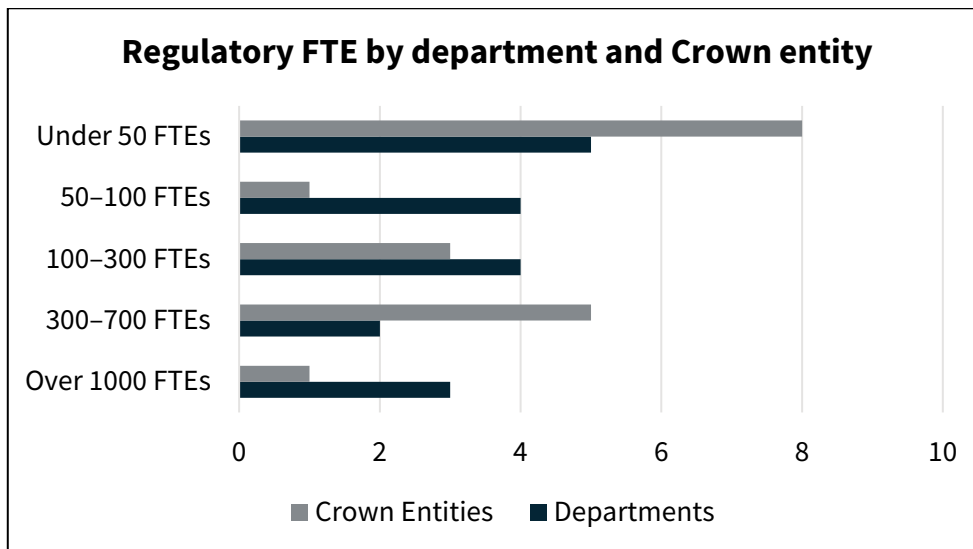
Historically, regulatory work has been hard to identify in workforce datasets. This is particularly true of these organisations that have multiple functions, as their regulatory roles are usually not coded as such.

We used workforce data collected by the Public Service Commission (PSC), and definitions of regulatory functions from the Ministry's *Regulation in New Zealand: quick guide*.

The data shows that a wide range of agencies have a regulatory workforce. Around half of departments have staff carrying out regulatory activities, although the proportion of regulatory staff varies substantially between departments (see **Figure 4**).

For both departments and Crown entities, pure regulatory roles appear to be a minority. This reflects how many agencies combine their regulatory responsibilities with policy, service-delivery or operational functions (see **Figure 4**). Consequently, the data provides only a partial picture of the regulatory workforce.

Figure 4. Distribution of FTE by department and Crown entity



What this means for the future

Our findings show an indicative system-level picture of how activity is funded and staffed. It shows that financial and staff resources for regulation are distributed unevenly between agencies. This imbalance reflects differences in agencies' type, funding model and delivery arrangements.

The data highlights that not all regulatory roles and work are visible. This is especially true for regulatory work that happens outside departments and Crown entities, and regulatory roles within multi-function agencies.

These features shape how regulatory systems operate in practice.

They also highlight an important trade-off: how to ensure that funding and capability are directed to the areas where they deliver the greatest benefit, rather than being shaped primarily by funding mechanisms or institutional arrangements.

Chapter 7 – The complexity of our regulatory systems

We measure regulatory complexity in three ways

In our review, we analysed regulatory complexity by looking at three aspects of it:

- **Legislative complexity** – the scale, detail and growth of primary legislation.
- **Structural (institutional) complexity** – how regulatory responsibilities are distributed among organisations and types of organisation.
- **Lifecycle (end-to-end) complexity** – how regulatory responsibilities are distributed throughout the regulatory process (from setting policy and standards through to delivering and enforcing regulations).

Complexity does not arise accidentally. It reflects the accumulation of decisions and trade-offs over time.

Decisions that improve clarity, precision, or responsiveness in one part of the system can increase complexity elsewhere, particularly when these decisions are made without a full view of the system as a whole.

New Zealand Acts are getting longer and becoming more detailed

Our regulatory landscape operates in a complex and evolving legislative environment.

The number of Public Acts has remained stable, at around 1,000 Acts since 2008, but the Acts have gotten longer, more detailed and more complex.

In 2024, the Parliamentary Counsel Office (PCO) reported:

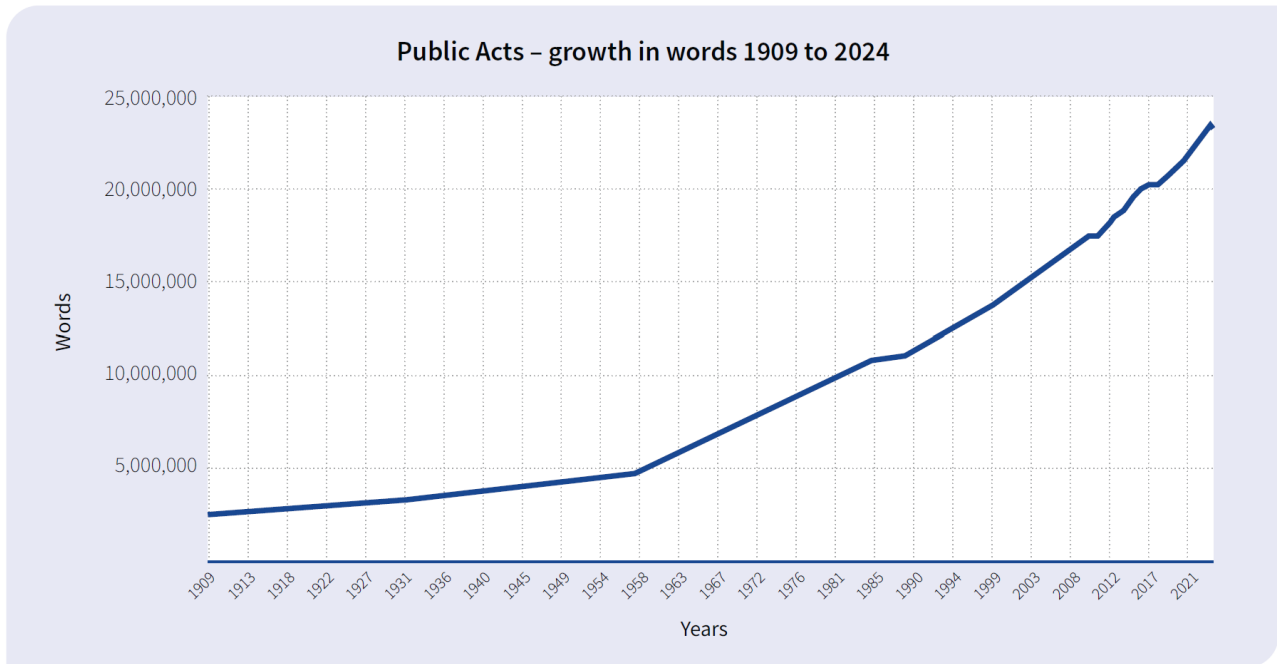
- Public Acts, measured by their word count, have become substantially longer over the past 15 years (see **Figure 5**)
- Parliament has enacted more than 1 million words of legislation, on average, for each of the past 10 years.⁸

Increasing the length of Acts indicates that primary legislation is becoming more detailed in scope. This means organisations are having to administer, interpret and keep up to date with more content.

⁸PCO 2024. [Annual report on legislative practices 2023–2024](#), p. 22.

This finding helps us understand how the task of maintaining legislation is distributed across the regulatory landscape.

Figure 5. The total number of words contained in primary legislation (1909–2024)



Source

PCO 2024. *Annual report on legislative practices 2023–2024*, p. 22. <https://pco.govt.nz/corporate-publications/annual-report-on-legislative-practices/annual-report-on-legislative-practices-2024>

New Zealand relies more on primary legislation for regulatory details than comparable countries

In 2014, the Productivity Commission compared New Zealand’s regulation with that of similar countries. It found that we use primary legislation more for technical and routine parts of regulation, instead of other documents, like secondary regulations or guidelines.⁹

Newer legislation has tended to be more complex, as it embeds more rules directly in Public Acts. When the only way to change these rules is to amend legislation, it adds to agencies’ workloads and reduces their flexibility to respond to change.

For example, the Telecommunications Levy is calculated by a detailed formula set out in section 85 of the Telecommunications Act 2001. Embedding this formula in an Act makes it clear and transparent but could make it harder to update when it needs to change.

We have not drawn any conclusions about how many Acts a government agency can administer. However, it is relevant to understand the variation in how much legislation agencies do

⁹ New Zealand Productivity Commission. 2014. [Regulatory institutions and practices](#).

administer, as this may explain where the effort for regulatory stewardship and legislative maintenance needs to concentrate.

The increased length and embedding of regulatory detail in Public Acts has created a shift and a trade-off – **there is greater precision in legislation but less flexibility to adapt and therefore respond to change.**

Many New Zealand Acts are old and have not been revised

The age of New Zealand’s Public Acts also varies considerably. Many Acts that are central to our regulation were enacted decades ago, in response to new technologies, market structures or policy assumptions.

Using data from 1,022 primary Public Acts on the New Zealand Legislation website¹⁰, we found:

- more than half of our Acts are over 30 years old
- a small subset of 81 of these Acts (eight percent) were last revised more than 30 years ago.

The time since an Act was revised could indicate if it needs more regulatory stewardship. Stewardship can involve checking if the legislation needs reviewing and assessing any pressure on agencies that administer the legislation.

For the Acts updated since last revision, we could not determine whether changes made them fit for purpose, as we cannot easily distinguish minor technical amendments from substantive reforms.

Regulatory complexity is more concentrated in some agencies than others

The complexity of regulation varies between agencies. Our analysis helps us understand where and why complexity arises.

Some regulatory systems are not complex. They are clearly defined, have clear ownership, involve few Acts and involve only a few organisations.

On the other hand, some regulatory systems are very complex. **Table 6** shows the structural features of four multi-function agencies that make them complex. The profiles of these agencies show that complexity comes from different sources, including:

- the numbers of systems
- vertical integration of many functions of the regulatory systems, such as policy and compliance monitoring.
- dependence on other organisations.
- the international or constitutional context the agencies operate in.

¹⁰ [New Zealand Legislation website](#).

The profiles do not reflect the agencies' effectiveness or performance.

Table 6. Structural features that make regulation in multi-function agencies complex

Agency	Main sources of complexity
Department of Internal Affairs (DIA)	<ul style="list-style-type: none"> • Regulation spans multiple unrelated regulatory systems. • Oversees many fragmented Acts and models. • Has a broad range of regulatory roles, each with their own risk profile and stakeholders. <p>Appendix 4 illustrates DIA's regulatory interests.</p>
Ministry of Justice (MoJ)	<ul style="list-style-type: none"> • Regulation interacts with constitutional and legal principles (rights, courts and an independent judiciary). • Relies on other agencies (New Zealand Police, the Department of Internal Affairs). • The regulatory impact of MoJ's effort is often indirect, value-laden and difficult to measure. • Publicly and politically sensitive issues.
Ministry for Primary Industries (MPI)	<ul style="list-style-type: none"> • Provides end-to-end regulation of production, processing and export. • Regulates things that have high risks and consequence (biosecurity, food safety and animal welfare). • Integration of policy, standards-setting, assurance, compliance monitoring and enforcement. • Works internationally on trade and equivalence regimes. • Regulates a large and diverse population.
Ministry of Business, Innovation and Employment (MBIE)	<ul style="list-style-type: none"> • Regulation spans economic, labour, building, energy, immigration, consumer and corporate regulatory systems. • Regulatory systems vary significantly, in terms of their maturity, risk and delivery model. • Has a broad range of regulatory roles. • Effects on MBIE's regulatory systems often impact on its other systems. • Is highly exposed to economic cycles, system shocks and public-opinion. • Regulation relies on many other organisations. <p>Appendix 5 illustrates MBIE's regulatory interests.</p>

The number of Public Acts administered by agencies varies considerably

The responsibility to maintain legislation is shared among regulators. To better understand how this workload is shared, we looked at which Public Acts agencies administer, and the time since the Acts were last revised.

Most Public Acts have been updated in the last 10 years. However, New Zealand has a small ‘long tail’ of rarely revised legislation. This long tail is unevenly distributed between agencies.

Our analysis did not show that older Acts are updated less frequently than newer Acts.

Legislation revised in the last 10 years spans a wide range of enactment dates, and includes Acts passed many decades ago. Most Acts that have not been revised for 30 years or more are legislation that authorises a single transaction (such as land transfer provisions) rather than core and ongoing regulation.

MCERT – a ‘long tail’ of old legislation?

The new Ministry for Cities, Environment, Regions and Transport (MCERT) is a useful case study. It gives us the opportunity to see the legislative complexity that happens when one agency is responsible for diverse Acts.

MCERT combines functions previously held by many other agencies. It has inherited responsibility for more than 130 principal Acts and a lot of secondary legislation. At first glance, this could indicate a high risk that MCERT will administer outdated legislation.

Our analysis indicates that, of the Acts MCERT will administer that have not been revised for more than 30 years, most are transactional legislation. This finding is consistent with the ‘long tail’ we observe across broader legislative stock of Public Acts.

What this means for the future

Regulatory complexity reflects the accumulation of design choices over time and over that time complexity has grown without clear evidence of a corresponding increase in effectiveness.

Individually, these decisions may have appeared appropriate by adding detail to legislation, creating specialist regulators, and distributing responsibilities to match capability. Taken together, they increase interfaces, expand legislative detail, and spread responsibility across the system. Leading to:

- greater effort required to coordinate
- more resource devoted to maintaining rules and relationships
- less visibility of how the system is performing as a whole.

This highlights a core trade-off: balancing precision, specialisation and distributed responsibility with clarity, coordination and system-wide focus. It raises a practical question - whether effort is being spent managing complexity, or delivering the outcomes regulation is intended to achieve. The outcome is that complexity needs to be actively managed over time, not just within individual Acts but across regulatory systems as a whole.

Part IV. Implications for regulatory landscape

Chapter 8. The regulatory landscape: implications and direction



Chapter 8 – The regulatory landscape: implications and direction

This chapter brings together the findings in this report to describe what they show about how New Zealand’s regulatory systems operate, and the implications and direction for regulatory stewardship.

What our findings show

Across the report, a consistent picture emerges. New Zealand’s regulatory landscape is:

- large and widely distributed
- highly interconnected, with coordination required across organisations
- unevenly resourced and only partly visible
- increasing in complexity, particularly in legislation and institutional arrangements.

These features interact to shape how regulation works in practice.

Regulatory design involves trade-offs. When decisions are made without a full system view, those are harder to see and manage.

Taken together, the findings point to a consistent pattern:

The way regulatory responsibilities are distributed increases complexity and places growing reliance on coordination, visibility and active stewardship to make the system work.

Implications for regulatory stewardship

Size and design increase reliance on coordination

Regulatory responsibilities are distributed across many organisations, with different system designs co-existing, including specialist and multi-function agencies. This increases reliance on:

- a shared understanding of system purpose and risks
- clearly defined roles within systems
- effective coordination across organisations.

This shifts stewardship beyond individual regulatory agencies to how regulatory systems function across organisational boundaries.

Ownership is often shared rather than explicit

Responsibility for individual roles is often clear, but responsibility for how systems operate end-to-end is frequently shared. Where ownership is not explicit:

- coordination often relies on informal relationships
- system risks and pressures may be less visible or actively managed
- insights from delivering and enforcing regulation are not consistently fed back into system design or legislative review.

This makes system performance less predictable and more dependent on how agencies work together in practice. It also reinforces that effective stewardship depends on how clearly system-level responsibilities are defined and exercised, not just on organisational structures.

Resourcing is uneven and not fully visible

Financial and workforce resources for regulation are unevenly distributed across the system. In addition, regulatory activity is not fully visible, particularly within multi-function agencies and outside the public service. This makes it difficult to:

- understand where effort is concentrated
- align capability with system complexity and risks
- identify pressures before they accumulate.

This constrains the ability to take a systematic view of regulatory capability and to prioritise stewardship effort effectively.

Complexity is increasing and concentrated in some systems more than others

Although the number of Public Acts has remained broadly stable, legislation is becoming longer and more detailed. Complexity also arises from how responsibilities are distributed across organisations and systems. Increasing complexity:

- is associated with greater effort required to administer and maintain regulation
- reduces adaptability over time
- is unevenly distributed across organisations and systems.

Common indicators such as the age of legislation do not fully capture where complexity sits or how it affects effort. This reinforces the need for stewardship to focus on how it accumulates across systems, not just within individual pieces of legislation.

Greater detail and more specialised arrangements can improve clarity and precision. However, they also increase the effort required to operate, maintain and adapt regulatory systems over time.

What this means overall

Across all areas, the same pattern is evident:

Regulatory systems are increasingly more interconnected, complex, and dependent on coordination.

As a result, more effort is directed toward:

- coordinating between organisations
- maintaining legislative and institutional arrangements
- managing system complexity.

This shifts the focus of stewardship. It needs to operate at the level of regulatory systems and the overall landscape, ensuring effort is directed toward outcomes rather than maintaining the system itself.

Direction for the regulatory landscape

Taken together, these findings point to where effort now needs to shift.

Understand: Build a clear and consistent view of regulation across New Zealand

What we see

The regulatory landscape is large and widely distributed, with no single government agency typically holding a complete end-to-end view of how systems operate or where pressure builds.

What this means

Without that view, it is difficult to see how responsibilities and effort are distributed, where coordination is required, and where risks are emerging.

Direction

Improving visibility creates the foundation for better decisions, through clearer system views, stronger shared information, and a shared understanding of how regulation operates in practice.

Strengthen: Enable stronger stewardship and improve system performance

What we see

Responsibilities are distributed, but ownership of whole systems is often implicit. Coordination frequently relies on informal relationships and goodwill.

What this means

Where stewardship is not explicit, coordination becomes more difficult, risks are harder to manage, and learning from delivery is not consistently used to improve system design. This is where trade-offs are most at risk of being missed: agencies can make good decisions within their mandate, but without system-level ownership, trade-offs can remain hidden - with impacts falling elsewhere in the system.

Direction

Stronger stewardship means making ownership and expectations clearer at a system level, improving feedback loops, and strengthening capability and transparency so trade-offs are more visible and more deliberately managed across the landscape.

Reduce cumulative complexity: Move toward clearer, more coherent regulatory systems that are easier to navigate and manage.

What we see

Regulation has developed incrementally over time, with increasing legislative detail and a growing number of interfaces between organisations.

What this means

Cumulative complexity makes systems harder to navigate, harder to coordinate, and less adaptable.

Direction

Reducing cumulative complexity means addressing duplication and fragmentation, managing how complexity builds over time, and ensuring effort is aligned with risk making systems easier to operate and adapt.

Reform: Take a more deliberate approach to how regulatory systems are designed and organised.

What we see

Different regulatory designs co-exist, including both dispersed and consolidated models, each with benefits and challenges.

What this means

There is no single “right” model. Consolidation can reduce interfaces but can also increase internal complexity. Structural change alone does not resolve underlying challenges. A more deliberate approach requires making trade-offs explicit understanding how design choices in one part of the system affect others and managing those effects intentionally.

Direction

A more deliberate approach focuses on effectiveness, proportionality and resilience, and uses evidence to guide where systems should be simplified or reorganised with a clearer view of system-wide impacts.

In conclusion

New Zealand faces many of the same regulatory challenges as other developed economies, but with a smaller population and resource base. This makes deliberate system design and stewardship particularly important.

This report does not propose a single solution. Many current arrangements reflect necessary trade-offs. But those are easier to manage when the system is understood.

The opportunity is to use this evidence to improve how regulation is designed, coordinated and managed over time, so it works better for New Zealanders.

Appendices

Appendix 1. Terms in this report

Appendix 2. Methodology

Appendix 3. Data metrics used

Appendix 4. Department of Internal Affairs – Regulatory interests

Appendix 5. Ministry of Business, Innovation and Employment – Regulatory interests

Appendix 6. Regulatory Organisations in New Zealand

Appendix 7. Sample of regulators by Minister

Appendix 1. Terms in this report

Term	Definition
AI agent	An autonomous, or semi-autonomous, software system that analyses, plans and executes tasks independently. When an AI agent is properly governed it enhances how we can use machine learning tools to process information, make decisions and perform actions while sticking to business rules.
AI prompt	An instruction to an AI agent to extract information from a database.
Annual and performance reports	<p>A yearly report about a department's operations, progress related to its strategic intentions, organisational health and capability. The report contains a statement of expenses and capital expenditure and an annual financial statement. It may contain information about how the department performed in relation to its appropriation(s).</p> <p>The Public Finance Act 1989 requires departments to submit an annual report to Parliament.</p>
Crown entity	An independent government entity established under the Crown Entities Act 2004. Crown entities provide public services and carry out regulatory functions at arm's length from ministers.
Crown entity workforce data	Data about the workforce of Crown entities, which the Public Service Commission has tracked since 2023.
Dataset	A collection of related data, typically organised in a table where rows represent data points and columns represent the data features.
Department	A core agency of the New Zealand Public Service, responsible for advising the government and delivering services to the public. Departments are established under Schedule 2 of the Public Service Act 2020 and are part of the executive branch.
Full-time equivalent (FTE)	The number of full-time employees an entity has, based on the total number of hours its staff are employed, regardless of whether they are full-time or part-time.
Incorporated society	A membership-based, not-for-profit entity, established under the Incorporated Societies Act 2022.
Independent tribunal	A statutory body that resolves disputes, reviews decision or determines rights and obligations.
Legislation	<p>Laws created or authorised by Parliament to regulate aspects of society. Legislation establishes rules, rights and responsibilities for New Zealanders.</p> <p>Acts (also called statutes), made by Parliament, are called primary legislation.</p>

	Regulations, rules, notices, standards and by-laws, made outside Parliament, are forms of secondary legislation.
Local government	An elected body established under the Local Government Act 2002. A local government makes decisions for their local area and provides services in that area. Local government includes regional councils, city councils, district councils and unitary authorities.
Metrics	Types of meaningful information, derived from data, that we can use to map and learn about the regulatory landscape.
Non-public service department	A central department that is part of the executive branch but not established under, or subject to, the Public Service Act 2020.
Power BI	A Microsoft platform that allows us to visualise and understand data.
Primary legislation	See 'legislation'.
Public Service Commission workforce data	Data that the PSC collects from departments and Crown entities about their staffing.
Regulation	A government intervention designed to order or influence people's behaviour or interactions to achieve a policy objective. This includes how private property, resources and capital are used and exchanged.
Regulations	A type of secondary legislation. An empowering Act sets out the regulations that can be made. (See also "Legislation").
Regulator	An organisation with the authority to carry out regulatory activities in a certain area. It is authorised by Parliament.
Regulatory organisation	<p>An organisation that is responsible for all, or part of a regulatory system. They can be a government agency or a private body working under authority of government, or a private organisation participating in the regulatory system. Their responsibilities can include some or all of these:</p> <ul style="list-style-type: none"> • Policy justification • Regulatory design • Standards • Operational policy • Delivery of licensing and approvals • Information, education and guidance • Monitoring compliance • Enforcement • Dispute resolution • System performance and regulator evaluation <p>For more information see the Ministry for Regulation quick guide to regulation in New Zealand.</p> <p>General courts, tribunals and other independent appeal bodies are generally not counted as regulatory organisations unless they only exist</p>

	because of a particular system, for instance the Real Estate Agents Disciplinary Tribunal.
Regulatory landscape	A collective view of New Zealand regulators, regulatory systems and regulations, and how they work together.
Regulatory management system	A set of policies, institutions, tools and processes that central government uses to develop, deliver and maintain high-quality regulation that provides value for money and does not impose unnecessary costs.
Regulatory stewardship	The governance, monitoring and care of our regulatory systems. Regulatory systems are intended to be assets for our communities, and, like most other kinds of assets, they need regular ongoing care and maintenance if they are to deliver best value to New Zealanders.
Regulatory system	A set of formal and informal rules, norms and sanctions, and the actors who interact with them, that work together to shape people's behaviour or interactions in pursuit of a broad goal or outcome.
Secondary legislation	See 'legislation'.
State-owned enterprise (SOE)	A company established under the State-Owned Enterprises Act 1986 and owned by the Crown. SOEs carry out government trading activities in a commercial manner.
Statutory body	An organisation established by an Act of Parliament to carry out a specific statutory function.
Statutory corporation	A corporation established by an Act of Parliament.
Statutory monopoly	A company that is granted an exclusive monopoly by an Act of Parliament.

Appendix 2. Methodology

1. Purpose and scope

Mapping New Zealand's Regulatory Landscape was undertaken to support the Ministry for Regulation's role by establishing a view of regulatory activity across government.

The focus of this review is on understanding how the regulatory system is structured and operates, rather than assessing the performance of individual regulators or regulatory regimes.

2. Overall approach

The review adopted an evidence-based and phased approach, requiring the consolidation of dispersed information across the regulatory system before analysis could be undertaken. As a result, early phases of the review focused on assembling and validating a consistent evidence base, which then informed system-level analysis.

This Review provides a description of the regulatory landscape, including the number, type, and distribution of regulators and regulatory functions. Subsequent phases will build on this foundation to support deeper analysis and consideration of implications.

3. Evidence sources

The review draws on multiple sources of information, for the creation of a data lake, to support regulatory analysis:

- primary legislation, establishing or conferring regulatory functions from Parliamentary Counsel Office
- publicly available annual reports
- workforce datasets from the Public Services Commission
- organisation information from Ministry for Regulation datasets.

4. Analysis and validation

Given the absence of a single authoritative source describing the regulatory system, information was subject to iterative review and validation. This included cross-checking against original source material and internal quality assurance to ensure consistency of definitions and classifications.

The review team also tested the evidence against a set of agreed system-level questions to confirm that outputs accurately reflected what could be supported by the available data.

5. Limitations

As with all regulatory reviews, this review is subject to limitations.

In particular:

- the availability and quality of public reporting varies across regulators,

- not all regulatory activity is consistently or separately identified in published material, and
- The Review's outputs are **descriptive**, rather than evaluative.

These limitations are documented to ensure findings are interpreted appropriately and to inform future work to strengthen system-level regulatory evidence.

The following diagram shows how the datasets were brought together to form a cohesive database.

Purpose: To develop an accurate and robust dataset of regulators

Step 1 Identified regulators *

We used the Ministry for Regulation database of **267 regulatory organisations** based on the Government A-Z and information drawn from regulators' public web sites and annual reports.

Step 2 Developed metrics

Internal workshops

List of desired insights

List filtered using:

- EDE data points available
- Achievability criteria - time/cost

Created table of potential metrics with:

- collection rationale
- possible data sources

Priority#1		x		✓
		✓		x
		x		✓
		✓		x
		x		✓
			✓	x

Primary legislation Secondary legislation

Prioritised data sources

Compared potential metrics to use-cases

Result: 20 metrics mapped to 8 use cases

Step 3 Data refinement and validation

PCO Primary leg & annual report data

- Primary legislation ingest & agency annual report website links added ***
- Developed AI prompts to extract the information for validation
- Extracted a sample dataset for validation. **Repeat 3x**
- Checked against:
 - Text of primary legislation and annual reports
 - Ranked against expected output

Validated data

	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓

Note: This analysis identified teams and business units performing regulatory functions and uses that as a proxy for regulator workforce estimation rather than a precise count.

PSC workforce data refinement

- Filtered job codes to potentially relevant to regulatory work
- Checked against MfR data and included data only from organisations identified as regulators.
- Because the data did not distinguish between roles doing regulatory work and those not doing regulatory work within agencies, MfR reviewed business unit information to identify roles likely to engage in regulatory activities.

Validated data

	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓
	✓	✓	✓

Key decisions

*

Exclusion of third-party regulators phase 1 due to challenges regarding data quality and accessibility for these organisations

**

Exclusion of secondary legislation given its volume and the number of broken links and the time required to resolve these issues against the value it would add at this stage of the process.

Exclusion of large ministries and local govt reports as they did not separate their regulatory functions or activities out in their annual reports.

Appendix 3. Data metrics used

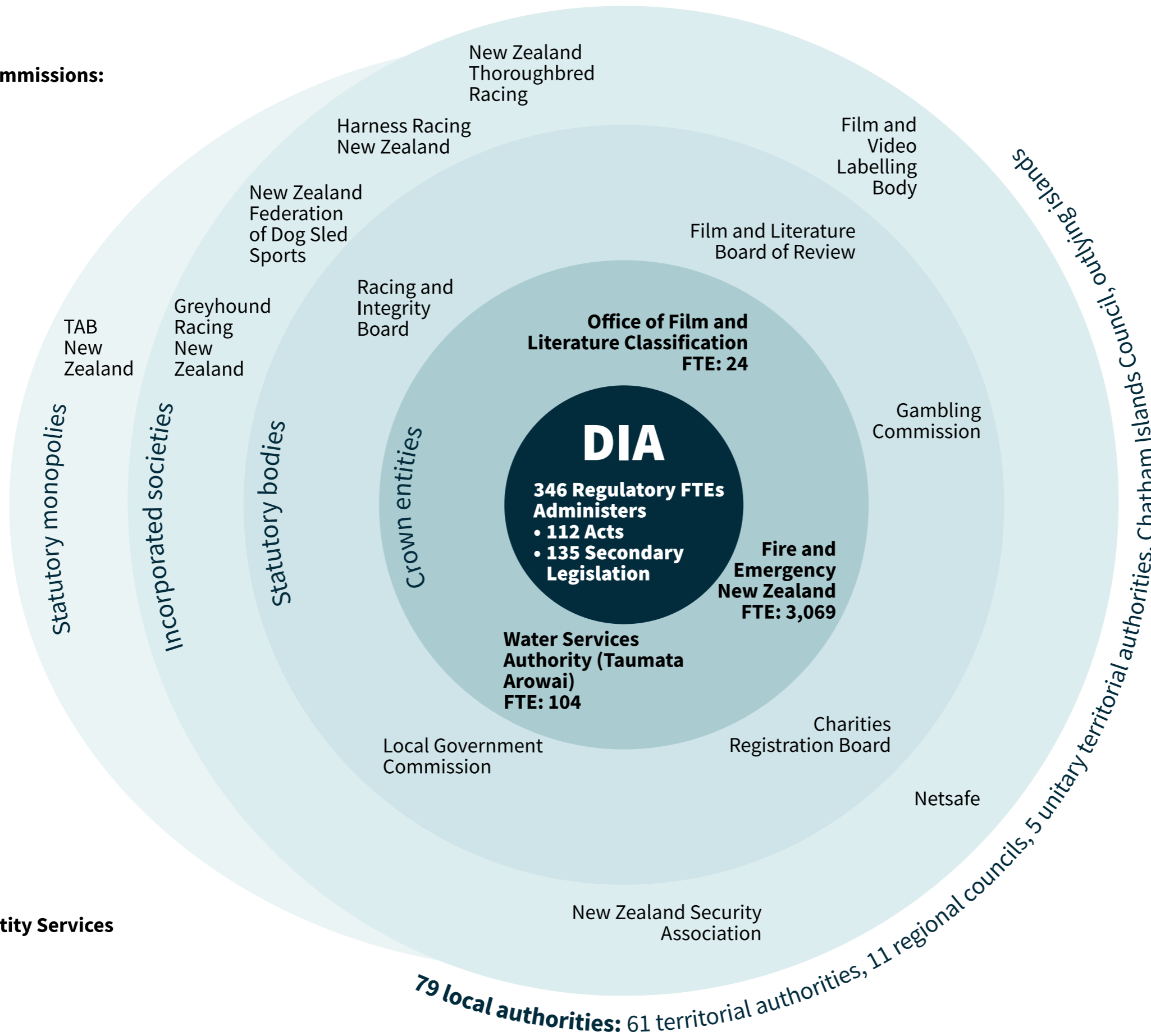
Please see the discussion in chapter one about data accuracy and future corrections.

Definition of data metrics	
Institutional form	The category of legal structural form which the entity operates within (e.g. Crown entity)
Monitoring agency	A government department that supports responsible Ministers to carry out their functions and duties in relation to a Crown entity (e.g. Ministry of Transport monitors Maritime New Zealand, Waka Kotahi New Zealand Transport Agency, the Civil Aviation Authority, and the Transport Accident Investigation Commission)
Policy agency	Government department responsible for developing, analysing, and implementing public policy advice for the relevant entity
Current composition of the Board	The current members of the Board of the entity including number of members, demographics and qualifications
Any Statutory requirements in respect of the composition of the Board	Any legislative requirements for the board to be comprised – minimum qualifications or knowledge requirements
Independence of decision making	The position of the person who makes the decisions (e.g. the Minister, the Minister by recommendation, or the Board alone)
Workforce size	FTE equivalent employees
Primary legislation that gives the Regulator their statutory powers and duties	Name of the primary legislation / pieces of legislation which empowers the regulator
Functions undertaken by the Regulator	The functions of the regulator as defined in primary legislation e.g. section 13 of the Environmental Protection Authority Act 2011 sets out the functions of EPA.
Revenue	Revenue for the regulatory organisation, including Crown funding

Department of Internal Affairs - Regulatory interests

Partnerships and Commissions:
Archives NZ

Policy and Te Tiriti



Regulatory and Identity Services

DIA regulatory functions:

- Local government (including freedom camping etc.)
- Charities
- Dog control
- Racing
- Water services
- Disaster recovery
- Classifications and digital safety
- Digital identity
- Fire and emergency
- Gambling
- AML/CFT
- Private security
- Daylight savings
- Archives New Zealand (FTE: 98)
- National Emergency Management Agency

MBIE - Regulatory interests

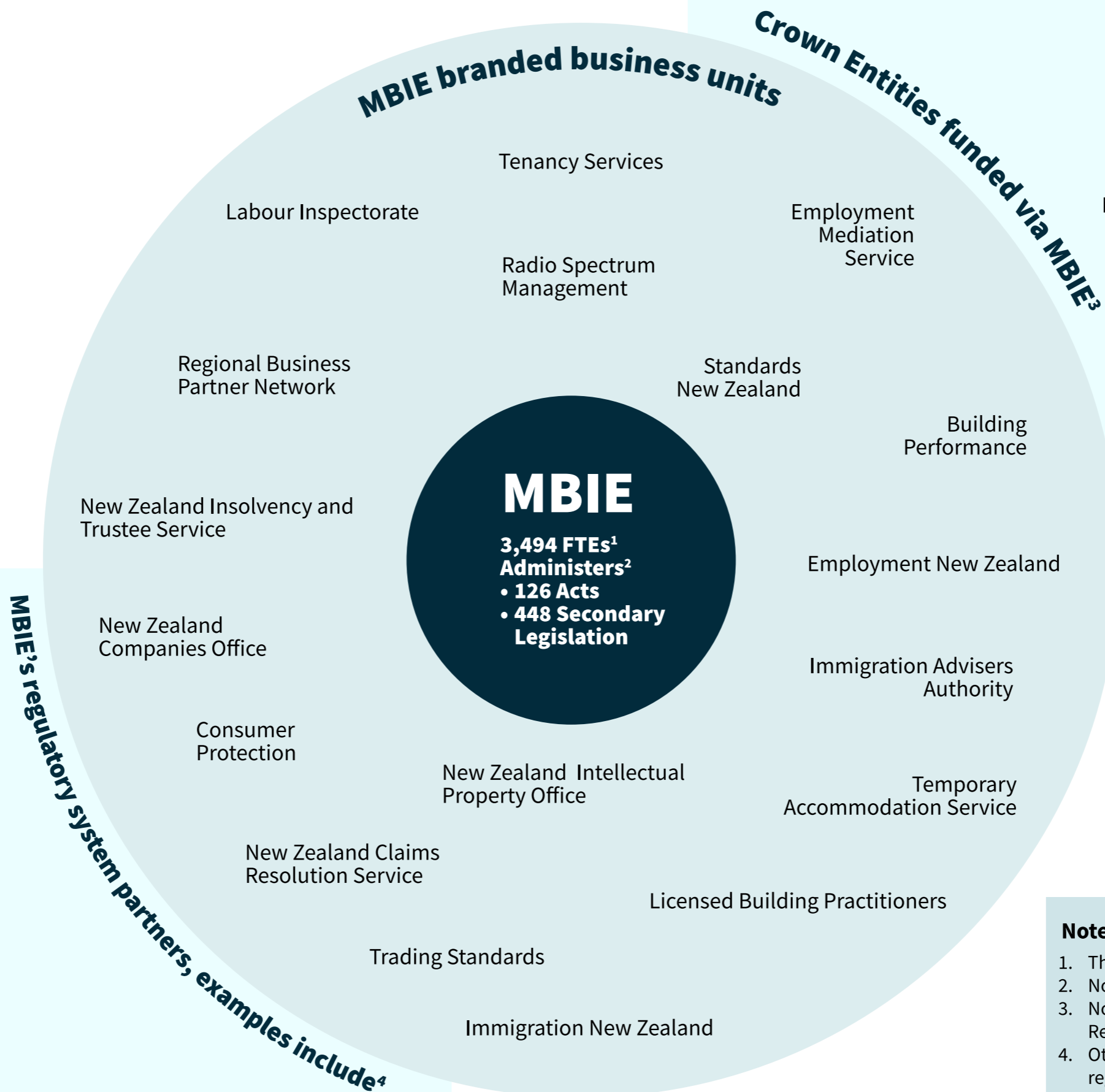


MBIE's 17 regulatory systems:

1. Accident compensation
2. Building
3. Communications markets
4. Competition
5. Consumer and commercial
6. Corporate governance
7. Employment relations and standards
8. Energy markets
9. Financial markets conduct
10. Health and safety at work
11. Housing and tenancy
12. Immigration
13. Intellectual property
14. Outer space and high altitude activities
15. Petroleum and minerals
16. Standards and conformance
17. Trade

MBIE also administers statutes in the following areas:

- Economic development
- Research, science and innovation
- Tourism



Notes

1. This is a MfR estimate, not confirmed/ validated by MBIE.
2. Not all legislation is regulatory in nature.
3. Not including Crown Research Institutes or Public Research Organisations.
4. Other agencies and bodies that MBIE jointly administers regulatory systems with. List is non-exhaustive.



Departments

Archives New Zealand
Agriculture and Investment Services
Biosecurity New Zealand
Companies Office
Crown Law Office
Department of Conservation
Department of Corrections
Department of Internal Affairs
Department of Prime Minister and Cabinet
Education Review Office
Fisheries New Zealand
Immigration Advisers Authority
Immigration New Zealand
Inland Revenue
Intellectual Property Office of New Zealand
Land Information New Zealand
Licensing Authority of Secondhand Dealers and Pawnbrokers
Medsafe
Ministry for Culture and Heritage
Ministry for Primary Industries
Ministry for Regulation
Ministry for the Environment
Ministry for Women
Ministry of Business, Innovation and Employment
Ministry of Education
Ministry of Foreign Affairs and Trade
Ministry of Health
Ministry of Housing and Urban Development
Ministry of Justice
Ministry of Social Development
Ministry of Transport
National Cyber Security Centre
National Library of New Zealand
New Zealand Claims Resolution Service
New Zealand Customs Service
New Zealand Food Safety
Oranga Tamariki - Ministry for Children
Overseas Investment Office
Personal Property Securities Register
Radio Spectrum Management
Registrar of Unions
Serious Fraud Office
Standards New Zealand
Statistics New Zealand
Te Kawa Mataaho - Public Service Commission
Te Puni Kōkiri
Tenancy Services
The Motor Vehicle Traders Register
The Treasury
Te Uru Rākau – New Zealand Forest Service

Crown Entities

Accident Compensation Corporation (ACC)
Accreditation Council
Antarctica New Zealand (New Zealand Antarctic Institute)
Aviation Security Service
Broadcasting Standards Authority
Civil Aviation Authority
Commerce Commission
Electoral Commission
Electricity Authority
Energy Efficiency and Conservation Authority
Environmental Protection Authority
External Reporting Board
Financial Markets Authority
Fire and Emergency New Zealand
Health and Disability Commissioner
Health NZ - Te Whatu Ora
Health Quality and Safety Commission
Herenga ā Nuku Aotearoa - The Outdoor Access Commission
Heritage New Zealand Pouhere Taonga
Human Rights Commission
Law Commission
Mana Mokopuna - Children and Young People's Commission
Maritime New Zealand
New Zealand Qualifications Authority
New Zealand Transport Agency - Waka Kotahi
Privacy Commissioner
Social Workers Registration Board
Sport Integrity Commission
Takeovers Panel
Te Ara Ahunga Ora Retirement Commission
Tertiary Education Commission
The Classification Office
The Real Estate Authority
Transport Accident Investigation Commission
Water Services Authority - Taumata Arowai
WorkSafe New Zealand

Departmental Agencies

Charter School Agency
National Cyber Security Centre
National Emergency Management Agency
The Office for Māori Crown Relations – Te Arawhiti

Incorporated Society or Company

Advertising Standards Authority
Aotearoa New Zealand Association of Social Workers
Banking Ombudsman Scheme
Building Consent Approvals Limited
Building Research Association of New Zealand
Consumer NZ
Farsight NZ Limited Partnership
FairWay Resolution
Film and Video Labelling Body
Financial Services Complaints Ltd
Funeral Directors Association of New Zealand
Gas Industry Co
Greyhound Racing New Zealand
Harness Racing New Zealand
Hospital Play Specialists Association of New Zealand
Insurance & Financial Services Ombudsman Scheme
Joint Accreditation System of Australia and New Zealand
Netsafe
New Zealand Association of Counsellors
New Zealand Federation of Dog Sled Sports
New Zealand Law Society
New Zealand Security Association
New Zealand Speech-language Therapists' Association
New Zealand Thoroughbred Racing
NZ Music Therapy Registration Board
Roofing Association of New Zealand
Telecommunications Dispute Resolution
Utilities Disputes

Independent Tribunal

Alcohol Regulatory and Licensing Authority
Customs Appeal Authority
Immigration Protection Tribunal
Copyright Tribunal

Local Government

Ashburton District Council
Auckland Council
Bay of Plenty Regional Council
Buller District Council
Carterton District Council
Central Hawke's Bay District Council
Central Otago District Council
Chatham Islands Council
Christchurch City Council
Clutha District Council
Dunedin City Council
Environment Canterbury
Environment Southland
Far North District Council
Gisborne District Council
Gore District Council
Greater Wellington Regional Council
Grey District Council
Hamilton City Council
Hastings District Council
Hauraki District Council
Hawke's Bay Regional Council
Horizons Regional Council
Horowhenua District Council
Hurunui District Council
Hutt City Council
Invercargill City Council
Kaikōura District Council
Kaipara District Council
Kapiti Coast District Council
Kawerau District Council
Mackenzie District Council
Manawatu District Council
Marlborough District Council
Masterton District Council
Matamata - Piako District Council
Napier City Council
Nelson City Council
New Plymouth District Council
Northland Regional Council
Offshore Islands
Opotiki District Council
Otago Regional Council
Otorohanga District Council
Palmerston North City Council
Porirua City Council
Queenstown Lakes District Council
Rangitikei District Council
Rotorua District Council
Ruapehu District Council
Selwyn District Council
South Taranaki District Council
South Waikato District Council
South Wairarapa District Council
Southland District Council
Stratford District Council
Taranaki Regional Council
Taranaki District Council
Tasman District Council
Taupo District Council
Tauranga City Council
Thames Coromandel District Council
Timaru District Council
Upper Hutt City Council
Waikato District Council
Waikato Regional Council
Waimakariri District Council
Waimate District Council
Waipa District Council
Wairoa District Council
Waitaki District Council
Waitomo District Council
Wellington City Council
West Coast Regional Council
Western Bay of Plenty District Council
Westland District Council
Whakatane District Council
Whanganui District Council
Whangarei District Council

Statutory Bodies

Auckland/Waikato Fish and Game Council
Building Practitioners Board
Central South Island Fish and Game Council
Charities Registration Board
Chartered Accountants Australia New Zealand
Chinese Medicine Council of New Zealand
Dental Council
Dietitians Board
Eastern Fish and Game Council
Electrical Workers Registration Board
Engineering Associates Registration Board
Engineering New Zealand
Film and Literature Board of Review
Food Standards Australia New Zealand
Gambling Commission
Game Animal Council
Hawke's Bay Fish and Game Council
Local Government Commission
Medical Council of New Zealand
Medical Radiation Technologists Board
Medical Sciences Council of New Zealand
Midwifery Council
Nelson / Marlborough Fish and Game Council
New Zealand Chiropractic Board
New Zealand Fish and Game Council
New Zealand Game Bird Habitat Trust Board
New Zealand Geographic Board
New Zealand Meat Board
New Zealand Mines Rescue Service
New Zealand Psychologists Board
New Zealand Registered Architects Board
North Canterbury Fish and Game Council
Northland Fish and Game Council
Nursing Council of New Zealand
Occupational Therapy Board of New Zealand
Office of the Auditor-General
Optometrists and Dispensing Opticians Board
Osteopathic Council of New Zealand
Otago Fish and Game Council
Paramedic Council
Parliamentary Counsel Office
Pharmacy Council
Physiotherapy Board
Plumbers, Gasfitters and Drainlayers Board
Podiatrists Board
Private Security Personnel Licensing Authority
Racing Integrity Board
Southland Fish and Game Council
Taranaki Fish and Game Council
Teaching Council of Aotearoa New Zealand
The Psychotherapists Board of Aotearoa New Zealand
Valuers Registration Board
Veterinary Council of New Zealand
Wellington Fish and Game Council
West Coast Fish and Game Council

Non-Public service department

Firearms Safety Authority
Police

Other

Audit New Zealand
Council of Financial Regulators (CoFR)
Legislation Design and Advisory Committee
Office of the Ombudsman

State Owned Enterprises

Airways New Zealand
AsureQuality Limited

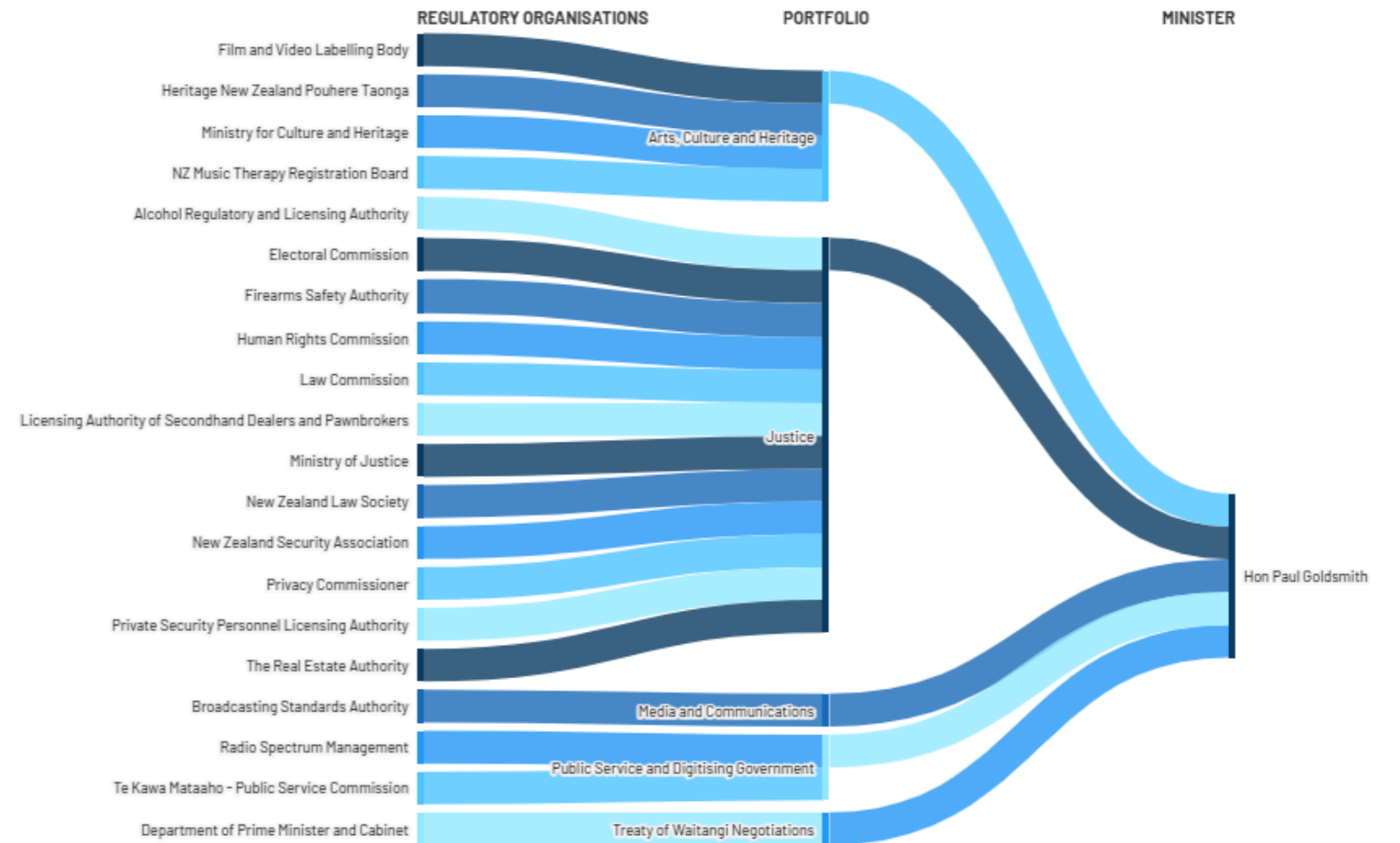
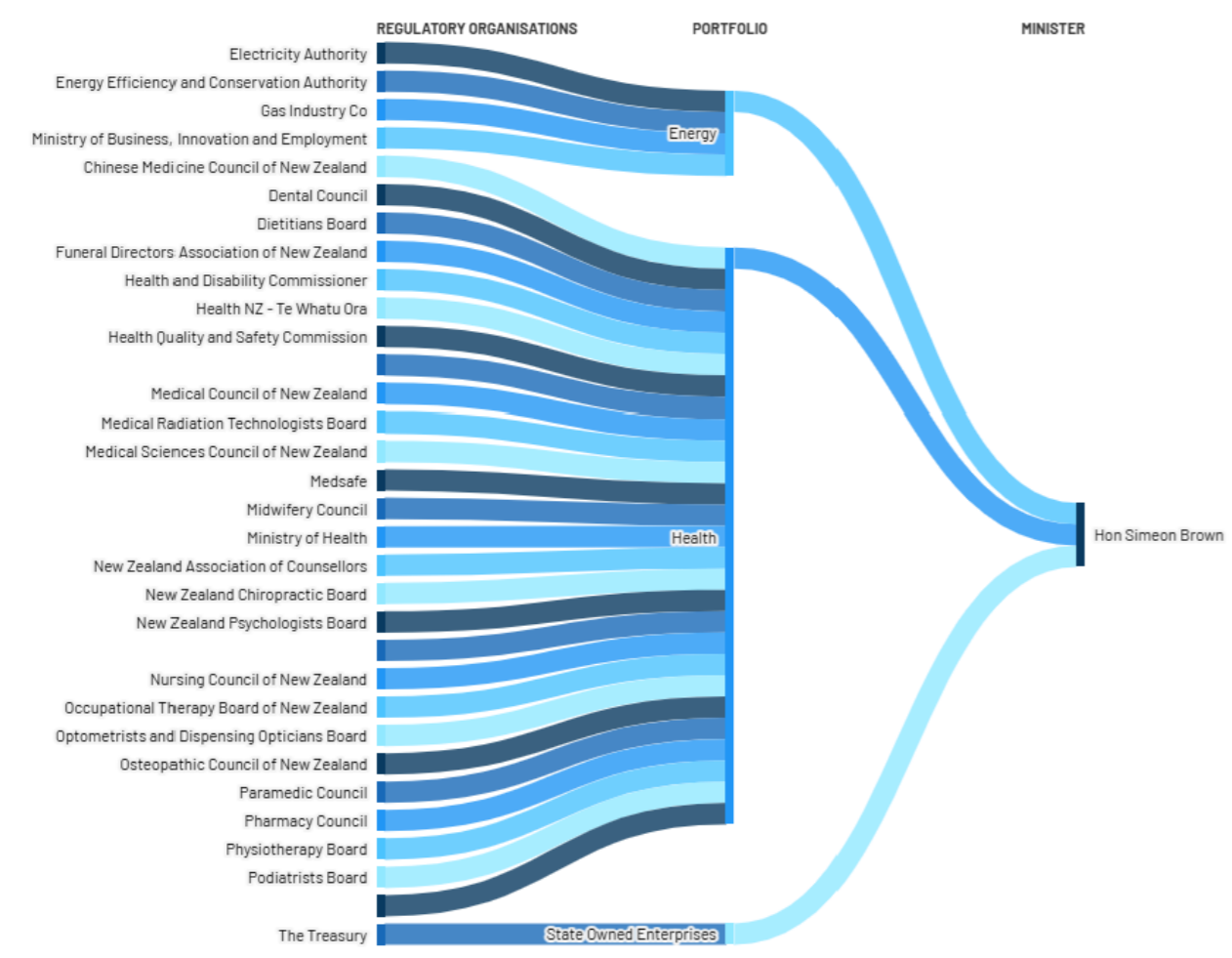
Statutory Corporation

Reserve Bank of New Zealand

Statutory Monopoly

TAB New Zealand

Sample of regulators by Minister





Ministry for Regulation
Te Manatū Waeture