



Confirming the shortlist for interview for the Regulatory Standards Board

Date	22 January 2026	Priority	High
Security classification	In confidence	Tracking number	MFR2026-012
Attachments	Annex 1: Complete list of candidates listed by ranking against the selection criteria Annex 2: Proposed shortlist for chairperson and members with short biographies		

Action sought

Required from	Action	Deadline
Hon David Seymour Minister for Regulation	Agree to select candidates for interview Discuss with officials at your meeting on 27 January 2026	28 January 2026

Contact for discussion if required

Name	Position	Phone number	1 st contact
Anshuman Chakraborty	Head of Legal	s 9(2)(a)	<input checked="" type="checkbox"/>
Elaine Garland	Principal Advisor - Governance	s 9(2)(a)	<input type="checkbox"/>

Minister's office to complete

- | | |
|---|--|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Declined |
| <input type="checkbox"/> Noted | <input type="checkbox"/> Needs change |
| <input type="checkbox"/> Seen | <input type="checkbox"/> Overtaken by events |
| <input type="checkbox"/> See Minister's notes | <input type="checkbox"/> Withdrawn |

Comments



Confirming the shortlist for interview for the Regulatory Standards Board

Date	22 January 2026	Priority	High
Security classification	In confidence	Tracking number	MFR2026-012

Purpose

We seek your agreement to the proposed shortlist of potential candidates for the Regulatory Standards Board or select further candidates from the longlist.

Recommended Action

The Ministry for Regulation recommends that you:

- a **agree** to select up to four candidates for chairperson interviews from the shortlist (these will also be considered for members) *Agree / Disagree*
- i. s 9(2)(a) *Yes / No*
 - ii. s 9(2)(a) *Yes / No*
 - iii. Paul Ridley-Smith *Yes / No*
 - iv. s 9(2)(a) *Yes / No*
- b **agree** to select up to 14 candidates for interview for member roles for interview from the shortlist *Agree / Disagree*
- i. s 9(2)(a) *Yes / No*
 - ii. Ian Chamberlain *Yes / No*
 - iii. Ananish Chaudhuri *Yes / No*
 - iv. s 9(2)(a) *Yes / No*
 - v. James Christmas *Yes / No*
 - vi. s 9(2)(a) *Yes / No*
 - vii. Carl Hansen *Yes / No*
 - viii. Julie Hardaker *Yes / No*
 - ix. s 9(2)(a) *Yes / No*
 - x. s 9(2)(a) *Yes / No*
 - xi. s 9(2)(a) *Yes / No*
 - xii. s 9(2)(a) *Yes / No*
 - xiii. s 9(2)(a) *Yes / No*

Briefing

MFR2026-012



Ministry for Regulation
Te Manatū Waeture

- | | | |
|--------|--|-------------------------|
| xiv. | s 9(2)(a) | Yes / No |
| xv. | s 9(2)(a) | Yes / No |
| xvi. | Dr Nicola Swain | Yes / No |
| xvii. | s 9(2)(a) | Yes / No |
| xviii. | s 9(2)(a) | Yes / No |
| c | discuss your feedback at an agency meeting on 27 January 2026 | <i>Agree / Disagree</i> |

Proactive release

- | | | |
|---|---|-------------------------|
| d | agree that this briefing be released once the appointments are complete and gazetted, with some information withheld in accordance with the provisions of the Official Information Act 1982. | <i>Agree / Disagree</i> |
|---|---|-------------------------|

s 9(2)(a)

Paula Knaap
**Deputy Chief Executive,
Organisational Enablement**
Ministry for Regulation
Date:

Hon David Seymour
Minister for Regulation
Date:



Background

1. The Board is established by section 27 of the Regulatory Standards Act 2025 (the Act). Under sections 37 and 38 of the Act you are empowered as the Minister for Regulation to recommend to the Governor-General up to seven members to be appointed to the Board, including the chairperson. The Board must have a minimum of 5 members (including the chairperson).
2. In Briefing MFR2025-304 you agreed the key skills required and experience for the members and chairperson. The position descriptions were developed based on these key skills and the functions of the Board as set out in section 28 of the Act [MFR2025-323 refers]. The Ministry sought candidates for consideration from 8 December 2025 to 14 January 2026.
3. We advertised the vacancy on our careers website, the Institute of Directors, Appoint Better Boards, Jobs.govt.nz, the Ministry for Business, Innovation and Employment's board appointments website, as well as the following nominating agencies: Ministry for Women, Ministry for Ethnic Communities, Whaikaha, Te Puni Kōkiri, and Ministry for Pacific Peoples. Your office sought nominations from your ministerial colleagues in December 2025.
4. The Ministry received 138 applications, which were assessed and ranked against selection criteria for the chairperson or member roles, or both.

Criteria for chairperson and members

5. For the chairperson role the criteria were:
 - At least 25 years' experience in economics, law, regulatory design or as a regulated party
 - Governance or board experience
 - Experience as a chairperson
 - Experience as a senior leader
 - Application demonstrates an understanding of the Board's role
 - Previous experience working alongside government (e.g. as a stakeholder or advisor)
 - Membership of a relevant professional body (e.g. Institute of Directors, Law Society).
6. For the member roles:
 - At least 15 years' experience in economics, law, regulatory design or as a regulated party
 - Governance or board experience
 - Application demonstrates an understanding of the Board's role
 - Previous experience working alongside government (e.g. as a stakeholder or advisor)
 - Membership of a relevant professional body (e.g. Institute of Directors, Law Society).

Analysis

7. Overall, the calibre of the 138 applicants was very high with more than 70% of respondents ranked 50% or better against the criteria for member. Forty applied for the chairperson role and 60% of these applicants ranked 50% or better against the criteria. A list of all sorted candidates is included in Annex 1.



Assessment of candidates

8. Of the 40 that applied for the role of chairperson, nine candidates scored 80% or better against the criteria and were included on the longlist, with four candidates selected for interview for your consideration for the chairperson role (also to be considered for the member roles).
9. 136 of the candidates were assessed against the criteria for the member roles, of these 39 were included on the longlist, and 18 have been selected for the shortlist for your consideration. We recommend that you select up to 14 candidates bringing the total number of potential member candidates to be interviewed to a maximum of 18.

Rationale for the candidates on the shortlist

10. The longlisted candidates for both chairperson and member roles were reassessed with consideration for the skills and experience required to provide the Board with a well-balanced group of members.
11. Of the four candidates for the chairperson role, three are lawyers and one is an economist with a financial background.
12. The shortlisted candidates for the member roles are a mix of lawyers, economists, business owners and academics, with skills and experience spanning infrastructure and building, energy, agriculture, education, health, the environment, finance, mergers and acquisitions, and policy.
13. All candidates on the proposed shortlist have very good board or governance experience. Short biographies for all shortlisted candidates are included in Annex 2.

Shortlisted candidates

14. The four proposed candidates shortlisted for chair have indicated that they are happy to be considered for both roles. For the five member positions, 14 further candidates are proposed for interview.

Table 1. Shortlisted candidates (in alphabetical order) for chairperson role

Name	Area of expertise
s 9(2)(a)	
s 9(2)(a)	
Paul Ridley-Smith	Lawyer specialising in infrastructure, energy and public transport
s 9(2)(a)	



Table 2. Shortlisted candidates (by alphabetical order) for member roles

Name	Area of expertise
s 9(2)(a)	
Ian Chamberlain	Small business owner with a background in carpentry and joinery and an experienced governance professional
Ananish Chaudhuri	Economist, Professor of Experimental Economics and former Head of the Department of Economics at the University of Auckland
s 9(2)(a)	
James Christmas	Barrister specialising in public law, specifically statutory interpretation, the Crown-Māori relationship, environmental law and legislative reform (National Party nomination)
Carl Hansen	Economist with a background in the energy sector (former Chief Executive of the Electricity Authority)
s 9(2)(a)	
Julie Hardaker	Lawyer specialising in employment and regulatory practice (former Mayor of Hamilton and Board Chair for the Environmental Protection Authority)
s 9(2)(a)	
s 9(2)(a)	
s 9(2)(a)	
s 9(2)(a)	
s 9(2)(a)	
s 9(2)(a)	
s 9(2)(a)	
Dr Nicola Swain	Academic with a philosophy and scientific background and member of the International Association of Medical Regulatory Authorities
s 9(2)(a)	



Name	Area of expertise
s 9(2)(a)	

Interview Panel

15. The interview panel members have been confirmed and have put aside blocks of time for the interviews Monday, 9 February—Friday, 20 February 2026. The panel members are:
- Adam Jackson: Chief Advisor to the Chief Executive, Ministry for Regulation
 - Katherine Rich: Chief Executive, BusinessNZ
 - Eric Crampton: Chief Economist, New Zealand Initiative

Next steps

16. Should you agree to the shortlisted candidates, due diligence checks will commence and interviews will be set-up with the panel from 9—20 February 2026.
17. After panel deliberations, the APH paper will be prepared for your consideration, followed by consultation with your Ministerial colleagues.

Proactive release

18. We intend to delay the proactive release of this paper until the chairperson and members are formally appointed and gazetted.

Briefing

MFR2026-012



**Ministry for Regulation
Te Manatū Waeture**

Name	Shortlisted	Longlisted	Above 50%	Below 50%
s 9(2)(a)				X
s 9(2)(a)				X
s 9(2)(a)				X
s 9(2)(a)				X
s 9(2)(a)				X
s 9(2)(a)				X
s 9(2)(a)				X

Briefing

MFR2026-012



Ministry for Regulation
Te Manatū Waeture

Candidates for member roles (includes those applicants who wished to be considered for both Chairperson and member roles)

Name	Shortlisted	Longlisted	Above 50%	Below 50%
s 9(2)(a)	X			
Ian Chamberlain	X			
Ananish Chaudhuri	X			
s 9(2)(a)	X			
James Christmas	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
Julie Hardaker	X			
s 9(2)(a)	X			
Carl Hansen	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
Nicola Swain	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)	X			
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		
s 9(2)(a)		X		



Annex 2: Proposed shortlist for Chairperson and members with short biographies

Candidates for chairperson or member (in alphabetical order)

Name	Short biography
s 9(2)(a)	s 9(2)(a)
s 9(2)(a)	s 9(2)(a)



Name	Short biography
Paul Ridley-Smith	<p>Paul Ridley-Smith is a lawyer and has held senior leadership roles at HRL Morrison & Co/Infratil, Contact Energy Limited, Buddle Findlay, and Linklaters in Hong Kong and New York. He has extensive governance experience and has served as the Chair of Manawa Energy Limited (previously Trustpower Limited) and the Chair of Snapper Services Limited.</p> <p>Previous includes director roles include Arvida Group Limited, King Country Energy Limited, ContainerCo (NZL) Limited, Liquigas Limited, Wellington International Airport Limited, Infratil Airport Europe Limited, Mana Coach Services Limited, Victoria Electricity (Pty) Limited (now Lumo Energy), Greenfield Rural Opportunities Limited, and Wallace Corporation Limited. He has a strong focus on customer and consumer relations, government relations, regulatory risk, commercial law, financing, investment banking, real estate development, and aged care provision.</p> <p>Paul holds an LLB from Victoria University of Wellington and an MBA with honors from Columbia University in New York City.</p>
s 9(2)(a)	s 9(2)(a)

Candidates for member (in alphabetical order)

Name	Short biography
s 9(2)(a)	s 9(2)(a)



Name	Short biography
Ilan Chamberlain	<p>Ilan Chamberlain is an experienced governance professional and small business owner with a background in carpentry and joinery in New Zealand and the United Kingdom. He has held board and chair positions in national industry associations and community organisations, including New Zealand Certified Builders (NZCB).</p> <p>Ilan is currently a member of the P3604 Timber Framed Buildings Review Committee at Standards New Zealand and has served in various capacities at the Building Officials Institute of NZ (BOINZ). Ian has also mentored board members and trustees in not-for-profit organisations.</p> <p>He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute New Zealand.</p>
Ananish Chaudhuri	<p>Ananish Chaudhuri is a Professor of Experimental Economics and former Head of the Department of Economics at the University of Auckland, specialising in behavioural and experimental economics.</p> <p>He has held various academic positions, including Visiting Professor of Public Policy at Harvard Kennedy School and Visiting Research Scholar at the University of Munich. Ananish is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator.</p> <p>He is a member of various professional organisations and has been involved in significant service roles, including consulting for MinterEllisonRuddWatts and testifying in the New Zealand High Court.</p>
s 9(2)(a)	s 9(2)(a)
James Christmas	<p>James Christmas is an independent barrister at Britomart Chambers, with a focus in public law, specifically statutory interpretation, the Crown-Māori relationship, environmental law and legislative reform. He is a current member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra.</p> <p>He was previously a member of the Ministerial Advisory Group for the review of Treaty references. James has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General.</p> <p>James is a member of the New Zealand Law Society, New Zealand Bar Association, and New Zealand Institute of Directors. James is a National Party nominee.</p>



Name	Short biography
s 9(2)(a)	s 9(2)(a)
Carl Hansen	<p>Carl Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has over 15 years of experience chairing and advising electricity industry groups and boards, as well as developing policy and advising Ministers and government agencies on a wide range of issues. Carl is currently a member of the Reserve Bank Monetary Policy Committee and serves as a Strategic Advisor to the Meridian Energy Board and Management.</p> <p>He has also been a member of the National Infrastructure Advisory Board, the Asia Pacific Energy Regulators Forum, and the Council of Energy Regulators. Carl's career includes roles such as Founder and Director of Capital Strategic Advisors, Chief Executive of the Electricity Authority, and various positions at M-co New Zealand Limited, the Law & Economics Consulting Group, the New Zealand Treasury, the New Zealand Business Roundtable, and the Reserve Bank of New Zealand.</p> <p>Carol holds a Master of Arts in Economics from the University of Michigan and a Bachelor of Social Sciences with First Class Honours in Economics from the University of Waikato.</p>



Name	Short biography
<p>Julie Hardaker</p>	<p>Julie Hardaker is a lawyer specialising in employment law and independent investigations for workplace and local government issues. She has significant public sector experience, including Crown Entity roles, and was the Mayor of Hamilton for six years. Julie currently holds several board appointments, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, Member of the Charities Registration Board, Chair of Orchestras Central Trust, Trustee of the Winston Churchill Memorial Trust, and Chair of Women on Boards New Zealand Trust.</p> <p>Previously, Julie served as Chair of Governance New Zealand Inc, Chair of the Environmental Protection Authority, and Chair of the Australasian Heads of Australian Environmental Protection Authorities. She was also a member of the Ministry for the Environment Waste Minimisation Panel and the New Zealand Lotteries Significant Project Fund and Lotteries Major Community Facilities Fund Grant Committees.</p> <p>Julie is a Chartered Fellow of the global Chartered Governance Institute and holds an MMS (Hons) 1st Class and an LLB (Hons) 1st Class from the University of Waikato.</p>
<p>s 9(2)(a)</p>	<p>s 9(2)(a)</p>

Briefing

MFR2026-012



Ministry for Regulation
Te Manatū Waeture

Name	Short biography
s 9(2)(a)	s 9(2)(a)
s 9(2)(a)	s 9(2)(a)

Briefing

MFR2026-012



Ministry for Regulation
Te Manatū Waeture

Name	Short biography
s 9(2)(a)	s 9(2)(a)
s 9(2)(a)	s 9(2)(a)
s 9(2)(a)	s 9(2)(a)



Name	Short biography
Dr Nicola Swain	<p>Dr. Nicola Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Nicola is an experienced governor with over 15 years of experience in regulatory, tribunal, and ethics decision-making frameworks. She has held senior governance and leadership roles.</p> <p>Nicola has served as a lay member and Deputy Chair of the Medical Sciences Council (MSC) and a member of the Human Rights Review Tribunal, hearing claims under the Human Rights Act, Privacy Act, and Health and Disability Commissioner Act. Previous governance roles include non-lay member of the Health and Disability Ethics Committees (HDEC), Chair of the Medical Sciences Secretariat and ADL, Trustee of Sport Otago, President of the New Zealand Pain Society, and Chair of the Columba College Board of Trustees.</p> <p>Nicola has also held senior professional roles at the University of Otago and Te Pūkenga / Southern Institute of Technology (SIT). She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.</p>
s 9(2)(a)	s 9(2)(a)
s 9(2)(a)	s 9(2)(a)