



## Recommendations to the Governor-General for appointments to the Regulatory Standards Board

<b>Date</b>	31 March 2026	<b>Priority</b>	High
<b>Security classification</b>	In confidence	<b>Tracking number</b>	MFR2026-066
<b>Attachments</b>	Annex One: Letter to the Governor-General recommending appointments to the Regulatory Standards Board Annex Two: Advice sheet and instruments of appointment for the Governor-General Annex Three: Appointment letters to the Board members		

### Action sought

Required from	Action	Deadline
Hon David Seymour <b>Minister for Regulation</b>	<b>Agree</b> to sign the letter and advice sheet recommending appointments to the Governor-General  <b>Agree</b> to sign the letters and instruments of appointment to the Board members once the Governor-General has signed and returned the instruments  <b>Note</b> advice from officials regarding management of conflicts of interest for the Board.	1 April 2026

### Contact for discussion if required

Name	Position	Phone number	1 <sup>st</sup> contact
Anshuman Chakraborty	Head of Legal	s 9(2)(a)	<input checked="" type="checkbox"/>
Elainé 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 Withdrawn           |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



## Recommendations to the Governor-General for appointments to the Regulatory Standards Board

Date	31 March 2026	Priority	High
Security classification	In confidence	Tracking number	MFR2026-066

### Purpose

We seek your agreement to sign the documents recommending the Governor-General appoint the members and Chairperson of the Regulatory Standards Board (the Board).

### Recommended Action

The Ministry for Regulation recommends that you:

- a **agree** to sign the letter and advice sheet recommending appointments to the Governor-General *Agree / Disagree*
- b **agree** to sign the letters and counter-sign the instruments of appointment to the Board members after the Governor-General has signed and returned the instruments *Agree / Disagree*
- c **note** the advice from officials regarding management of conflicts of interest for the Board. *Noted*

Proactive release

- d **agree** for this briefing to be released once the appointments are completed and gazetted, with some information withheld in accordance with the provisions of the Official Information Act 1982. *Agree / Disagree*

s 9(2)(a)

Paula Knapp  
**DCE Organisational Enablement**  
Ministry for Regulation  
Date: 31 March 2026

Hon David Seymour  
**Minister for Regulation**  
Date:



## Background

---

1. On 24 March 2026 the Cabinet Appointments and Honours Committee (APH) noted your intention to recommend to the Governor-General the appointment of the members and Chairperson of the Board [APH-26-MIN-0032 refers].

## Comment

---

2. At the Cabinet meeting on 30 March 2026, Cabinet noted the APH Minute of Decision reflecting your intention to recommend the Governor-General appoint the members and Chairperson of the Board [CAB-26-MIN-0090 refers].
3. The documents giving effect to the appointments, comprising your recommendation letter to the Governor-General, advice sheet and the instruments of appointment are attached at Annexes One and Two.

### *Recommending appointments to the Governor-General*

4. Your letter reflects your appointment recommendations to the Governor-General and includes information about the positions and the appointees, a brief description of the role and function of the Board, and other background information. The letter attaches a Candidate CV Form for every person being appointed.
5. The advice sheet, to be signed and dated by you, lists the members and Chairperson to be appointed. Also at Annex Two are the instruments of appointment for the Governor-General's signature. You **do not** counter-sign the instruments until after they have been signed by the Governor-General.
6. Your office sends the letter and instruments of appointment to the Cabinet Office, and they will send the material to the Governor-General for signature.

### *Appointment letters for the members and Chairperson of the Board*

7. Once the instruments of appointment have been returned to you, you counter-sign the instruments and sign the letters of appointment for each member (attached at Annex Three).
8. In conjunction with your office, we will arrange to email and courier the appointment letters and instruments to the members and Chairperson.
9. The appointments are considered complete once the Board members receive their instruments of appointment. At that time, you will be able to publicly announce the membership of the Board. We will also send the notice to the Gazette announcing the appointments.

### *Management of potential conflicts of interest for Board members*

10. We are mindful of the need to appropriately manage conflicts of interest for appointments to bodies in which the Crown has an interest. Accordingly, the appointment process was designed and conducted with care to identify relevant interests and included candidate declarations, due diligence, and interviews.
11. We have assessed the interests of all proposed Board members and identified no current conflicts of interest. Some interests may require management depending on the matters



considered through the Board’s work programme. All members will complete an induction that includes guidance on declaring and managing interests.

12. Board procedures are currently being developed, including the management of interests (in accordance with clauses 11–13 of Schedule 3 of the Regulatory Standards Act 2025), and will be provided to you with the induction material for the Board for your review.
13. We intend to induct the Chair two weeks prior to the other Board members and will also seek his input into the procedures for the management of interests.

## Next steps

---

14. The table below outlines the next steps for the appointment process.

Date	Process	Responsibility
1 April 2026	Minister signs letter and advice sheet for Governor-General	Minister’s Office
1 April 2026	Letter, advice sheet and instruments of appointment sent to the Cabinet Office for delivery to the Governor-General	Minister’s Office
	Anticipate 7-10 working days for the Governor-General to consider your recommendation, sign the instruments of appointment and return them to your office	
w/b 13 April 2026	Minister counter-signs instruments and signs appointment letters to the Board and copies are emailed out	Minister’s Office
w/b 13 April 2026	Originals are couriered to Board members	MfR
w/b 20 April 2026	Minister announces membership of the Board	Minister’s Office
w/b 20 April 2026	Appointment notice is lodged with the Gazette Office	MfR
	Once gazetted appointment papers will be proactively released	MfR

## Proactive release

---

15. We intend to delay the proactive release of this paper until the appointments are completed and gazetted, with some information withheld in accordance with the provisions of the Official Information Act 1982 and Privacy Act 2020.

# Briefing

MFR2026-066



**Ministry for Regulation  
Te Manatū Waeture**

## **Annex 1: Letter to the Governor-General recommending appointments to the Regulatory Standards Board**

---



## **Annex 2: Advice sheet and instruments of appointment for the Governor-General**

# Briefing

MFR2026-066



**Ministry for Regulation  
Te Manatū Waeture**

## **Annex 3: Appointment letters to the Board members**

---



Her Excellency The Right Honourable Dame Cindy Kiro, GNZM, QSO  
Governor-General of New Zealand  
Government House  
Private Bag 39995  
Wellington Mail Centre  
Lower Hutt 5045

Your Excellency

## **Appointment of the members and Chairperson to the Regulatory Standards Board**

I attach, for your signature, papers appointing the following individuals to the Regulatory Standards Board (the Board):

- Mr Paul Ridley-Smith as a member and Chairperson for a term not exceeding five years commencing on 1 May 2026 and ending on 30 April 2031;
- Mr Ian Chamberlain as a member for a term not exceeding four years commencing on 1 May 2026 and ending on 30 April 2030;
- Professor Ananish Chaudhuri as a member for a term not exceeding five years commencing on 1 May 2026 and ending on 30 April 2031;
- Mr James Christmas as a member for a term not exceeding four years commencing on 1 May 2026 and ending on 30 April 2030;
- Mr Carl Hansen as a member for a term not exceeding five years commencing on 1 May 2026 and ending on 30 April 2031;
- Ms Julie Hardaker as a member for a term not exceeding five years commencing 1 May 2026 and ending on 30 April 2031;
- Dr Nicola Swain as a member for a term not exceeding four years commencing on 1 May 2026 and ending on 30 April 2030.

The Board is established by section 27 of the Regulatory Standards Act 2025 (the Act), and has the following functions, as set out in section 28 of the Act:

- 1) Inquiries into existing legislation
  - a) Carrying out inquiries into whether Acts or secondary legislation are inconsistent with the principles of responsible regulation; and

- b) Reporting on those inquiries to the regulatory standards Minister and the complainant, the chief executive, and the responsible Minister for the legislation to which the inquiry relates
- 2) Considering consistency accountability statements (CASs) for Bills
- a) Considering a consistency accountability statement for a government Bill that:
    - i) has been introduced into the House of Representatives; and
    - ii) is being considered by a committee of the House of Representatives
  - b) Reporting on its consideration to that committee before the committee finally reports to the House of Representatives on the Bill.

Under sections 37 and 38 of the Act I am 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. I confirm that Cabinet has noted my intention to recommend to Your Excellency that the individuals listed above be appointed.

The Board must have not fewer than five members and not more than seven members (including the Chairperson). The Act requires that I may only recommend the appointment of persons who, in my opinion, have the appropriate knowledge, skills and experience to assist the Board to perform its functions. Accordingly, the persons I am recommending as members of the Board meet the statutory criteria for appointment.

Under Schedule 3 of the Act, a member holds office for terms of up to five years and may be reappointed. I have staggered the appointment terms for the members to ensure that experience and institutional knowledge are not lost during subsequent appointment rounds. Four members (including the Chairperson) are recommended for terms not exceeding five years, and three members for terms not exceeding four years.

In accordance with section 2(3) of the Act, Part 2 of the Act (including the provisions relating to the Board) comes into force on 1 July 2026, unless an earlier date is set by Order in Council. The Governor-General can, however, appoint members to the Board prior to this date and the members' terms reflect this.

I have attached a Candidate CV Form for each of them, at Annex One.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

Candidate CV Forms are excluded from this proactive release.  
This is consistent with section 9(2)(a) of the Official Information Act 1982 to protect the privacy of natural persons, and in line with Cabinet Office Circular CO (23) 04 on *Proactive Release of Cabinet Material: Updated Requirements* which specifically excludes APH papers and minutes from proactive release for reasons of privacy.  
The Candidate CV Form is part of the APH paper.



MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Mr Paul Ridley-Smith

s 9(2)(a)

[Redacted]

[Redacted]

Email: s 9(2)(a)

Dear Paul

## **Appointment as a member and Chairperson to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member and Chairperson of the Regulatory Standards Board (the Board) for a term of five years commencing on 1 May 2026 and ending on 30 April 2031. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

### **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as Chairperson. This will be done ahead of the induction of other members, as the Board is new and the way it will operate has not yet been finalised. My officials will be working with you during and after your induction to develop conflict of interest processes for members and finalise the Board's operating procedures.

It is expected that the full Board induction will follow two weeks after your initial induction and they will be provided with the final Board processes then. For your information I have attached a short summary of the members of the Board at Annex One.

### **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member and the Chairperson you will be paid a daily rate of \$1,265 (excluding GST). A day's work is defined as six to eight hours; if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time, which is estimated at up to 16 hours for the Chairperson, and up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>1</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

---

<sup>1</sup> The Ministry for Regulation will provide the secretariat function for the Board.

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.



MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Mr Ian Chamberlain

s 9(2)(a)

[Redacted]

[Redacted]

Email: s 9(2)(a)

Dear Ian

## **Appointment as a member to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member of the Regulatory Standards Board (the Board) for a term of four years commencing on 1 May 2026 and ending on 30 April 2030. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

## **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as a member. As the Board is new, how it will operate is still being finalised, and you will be provided with the final Board operating procedures at your induction. For your information I have attached a short summary of the members of the Board at Annex One.

## **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member you will be paid a daily rate of \$800 (excluding GST). A day's work is defined as six to eight hours, if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time which is estimated at up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>2</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

---

<sup>2</sup> The Ministry for Regulation will provide the secretariat function for the Board.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.



MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Professor Ananish Chaudhuri

s 9(2)(a)

Email: s 9(2)(a)

Dear Ananish

## **Appointment as a member to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member of the Regulatory Standards Board (the Board) for a term of five years commencing on 1 May 2026 and ending on 30 April 2031. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

## **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as a member. As the Board is new, how it will operate is still being finalised, and you will be provided with the final Board operating procedures at your induction. For your information I have attached a short summary of the members of the Board at Annex One.

## **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member you will be paid a daily rate of \$800 (excluding GST). A day's work is defined as six to eight hours, if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time which is estimated at up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>3</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

---

<sup>3</sup> The Ministry for Regulation will provide the secretariat function for the Board.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.



## MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Mr James Christmas

s 9(2)(a)

Dear James

### **Appointment as a member to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member of the Regulatory Standards Board (the Board) for a term of four years commencing on 1 May 2026 and ending on 30 April 2030. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

### **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as a member. As the Board is new, how it will operate is still being finalised, and you will be provided with the final Board operating procedures at your induction. For your information I have attached a short summary of the members of the Board at Annex One.

### **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member you will be paid a daily rate of \$800 (excluding GST). A day's work is defined as six to eight hours, if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time which is estimated at up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>4</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

---

<sup>4</sup> The Ministry for Regulation will provide the secretariat function for the Board.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.



MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Mr Carl Hansen

s 9(2)(a)

Email: s 9(2)(a)

Dear Carl

## **Appointment as a member to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member of the Regulatory Standards Board (the Board) for a term of five years commencing on 1 May 2026 and ending on 30 April 2031. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

## **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as a member. As the Board is new, how it will operate is still being finalised, and you will be provided with the final Board operating procedures at your induction. For your information I have attached a short summary of the members of the Board at Annex One.

## **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member you will be paid a daily rate of \$800 (excluding GST). A day's work is defined as six to eight hours, if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time which is estimated at up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>5</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

---

<sup>5</sup> The Ministry for Regulation will provide the secretariat function for the Board.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.



MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Ms Julie Hardaker

s 9(2)(a)

Email: s 9(2)(a)

Dear Julie

## **Appointment as a member to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member of the Regulatory Standards Board (the Board) for a term of five years commencing on 1 May 2026 and ending on 30 April 2031. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

## **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as a member. As the Board is new, how it will operate is still being finalised, and you will be provided with the final Board operating procedures at your induction. For your information I have attached a short summary of the members of the Board at Annex One.

## **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member you will be paid a daily rate of \$800 (excluding GST). A day's work is defined as six to eight hours, if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time which is estimated at up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>6</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

---

<sup>6</sup> The Ministry for Regulation will provide the secretariat function for the Board.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.



MP for Epsom

Deputy Prime Minister

Minister for Regulation

Associate Minister of Education

Associate Minister of Finance

Associate Minister of Health

Associate Minister of Justice

Dr Nicola Swain

s 9(2)(a)

Email: s 9(2)(a)

Dear Nicola

## **Appointment as a member to the Regulatory Standards Board**

I am very pleased to advise that you have been appointed as a member of the Regulatory Standards Board (the Board) for a term of four years commencing on 1 May 2026 and ending on 30 April 2030. Your notice of appointment, signed by the Governor-General, is attached.

I note that as part of the pre-appointment process you have confirmed that you are not disqualified from appointment and have consented to be appointed.

## **Board processes and induction**

Ministry for Regulation (Ministry) officials will contact you to organise your induction as a member. As the Board is new, how it will operate is still being finalised, and you will be provided with the final Board operating procedures at your induction. For your information I have attached a short summary of the members of the Board at Annex One.

## **Fees and expenses**

The Board has been assessed under the Cabinet Fees Framework as a Group 4, Level 1 body. As a member you will be paid a daily rate of \$800 (excluding GST). A day's work is defined as six to eight hours, if a member works less than a full day the fee paid will be pro rata of the agreed daily fee.

This fee is intended to cover your attendance at Board meetings and for meeting preparation time which is estimated at up to 12 hours for members per meeting. It is expected that the Board will meet eleven times a year.

Reimbursement of any actual and reasonable expenses previously agreed with the Secretariat<sup>7</sup> in writing, are paid in accordance with the Ministry's Travel Policy.

If additional meeting preparation time, or work other than preparation for meetings is required, then approval from the Secretariat must be sought before it is undertaken.

---

<sup>7</sup> The Ministry for Regulation will provide the secretariat function for the Board.

Note that how taxation applies to any fees paid to members depends on the personal circumstances of the individual. Depending on the circumstances the Ministry could be required to deduct withholding tax from payments made to Board members. Tax advice on member fees can be found on the IRD website.

### **Conflicts of interest**

It is possible that members will have interests that may become actual or perceived conflicts from time to time, depending on the legislation or Government Bill under consideration, or the matters under inquiry. Disclosure and management of interests will occur in accordance with clauses 11—13 of Schedule 3 of the Regulatory Standards Act 2025 (the Act).

### **Board meetings**

Board meetings will commence once Part 2 of the Act comes into force on 1 July 2026. However, to enable the Board to be established and onboarded, induction meetings will happen before this date.

My expectation is that the Board will conduct itself with professionalism and hold itself to high standards of integrity, as outlined in the duties of members in clauses 6 to 15 of Schedule 3 of the Act.

Thank you for agreeing to be appointed to the Board, and I look forward to meeting with you during your induction.

Yours sincerely,

Hon David Seymour  
**Minister for Regulation**

## **Annex One: Short summary of members of the Regulatory Standards Board**

Mr Paul Ridley-Smith Member and Chairperson	<p>Mr Ridley-Smith has a background in law and business and has held senior leadership roles at HRL Morrison &amp; Co/Infratil (investment management), Contact Energy Limited (general counsel and head of regulation and government relations), Buddle Findlay, and Linklaters in Hong Kong and New York (both law). He has extensive governance experience including as the Chair of Manawa Energy Limited (previously Trustpower Limited), Snapper Services Limited and iSite Media Limited.</p> <p>Mr Ridley-Smith has a thorough understanding of regulation and will bring an impartial and balanced perspective as chair of the Board. 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. Mr Ridley-Smith holds an LLB from Victoria University of Wellington and an MBA with honours from Columbia University in New York City.</p>
Mr Ian Chamberlain Member	<p>Mr 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.</p> <p>Mr Chamberlain 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. He is a member of several professional organisations, including the Institute of Directors, Building Officials Institute of NZ, and Passive House Institute NZ.</p>
Professor Ananish Chaudhuri Member	<p>Professor 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. 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.</p> <p>Professor Chaudhuri is a leading inter-disciplinary researcher with an extensive record of policy engagement, and public commentator. He has published articles in leading scholarly journals and is the author of four critically acclaimed books including two textbooks, one in economics principles and another in experimental economics that are used globally. 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. Professor Chaudhuri has a Ph. D. and M.A. in Economics from Rutgers University in New Brunswick, an M.A. in Economics from Jawaharlal Nehru University in New Delhi, and a B.Sc. in Economics from Presidency College, Calcutta University.</p>
Mr James Christmas Member	<p>Mr 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</p>

member of the Ministerial Health Infrastructure Committee, and on the board of the New Zealand Symphony Orchestra, and was previously a member of the Ministerial Advisory Group for the review of Treaty references.

Mr Christmas has previously held senior advisory roles in the Ministry of Defence, to the Prime Minister and the Attorney-General. He is a member of the New Zealand Law Society and New Zealand Bar Association.

Mr Carl Hansen  
Member

Mr Hansen is an experienced leader in organisational change, with a strong background in economics and regulatory theory. He has significant 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. Mr Hansen's current roles include Member of the Reserve Bank Monetary Policy Committee, Strategic Advisor to the Meridian Energy Board and Management, and Executive Director of Capital Strategic Advisors (his consulting firm).

Mr Hansen's previous roles include Chief Executive of the Electricity Authority and various positions at M-co New Zealand Limited. He 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.

Ms Julie Hardaker  
Member

Ms 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.

Ms Hardaker currently holds several board roles, including Director at Water Services Authority - Taumata Arowai, Deputy Chair at Auckland Transport, Deputy Chair at Bay Venues Limited, and member of the Charities Registration Board. She was previously the Chair of Governance New Zealand Inc and Chair of the Environmental Protection Authority. Ms Hardaker 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.

Dr Nicola Swain  
Member

Dr Swain is an Associate Professor at the University of Otago, she is a Doctor of Philosophy (PhD) and has a Bachelor of Science (Honours). Dr Swain has over 15 years of governance experience in regulatory, tribunal, and ethics decision-making frameworks. She has served as a lay member and Deputy Chair of the Medical Sciences Council 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, and Chair of the Medical Sciences Secretariat and ADL NZ (mental health provider). Dr Swain has also held senior professional roles at the University of Otago and Te Pūkenga/ Southern Institute of Technology. She is a member of the Institute of Directors and International Association of Medical Regulatory Authorities.