

Briefing to the Incoming Minister

Digital Economy and Communications

February 2023



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Introduction

Ngā mihi ki a koe te minita hōu mō tē Komihana Tauhokoko.

Congratulations on your appointment as the Minister for the Digital Economy and Communications.

This briefing note introduces you to our organisation, our role within your Ministerial portfolio, and our relationship to other portfolios.

As an independent Crown entity, we act in a spirit of service to everyone in our communities and take seriously the trust New Zealanders place in us to protect and promote their interests.

Through our work, we help to enable consumers and businesses to participate with greater confidence in more innovative and productive markets. Consumers then benefit from a better selection of goods and services at more affordable prices.

This briefing sets the scene and provides the strategic context for our work generally, as well as some of the more immediate matters that we have been progressing in the communications space.

The briefing has three sections:

- **Section A** describes the Commission's role
- **Section B** provides an overview of the Telecommunications and Fibre sectors and outlines the key matters the Commission is working on for your awareness
- **Section C** introduces you to the key staff of the Commission.

We trust you find this information helpful and very much look forward to working with you.

Dr John Small
Chair

Tristan Gilbertson
Telecommunications Commissioner

Adrienne Meikle
Chief Executive

Section A – The Role of the Commerce Commission

Our overall role

1. The Commerce Commission is New Zealand’s primary competition, fair trading, consumer credit and economic regulatory agency. We play a role in ensuring New Zealand’s markets are competitive, consumers and businesses are informed and empowered, and their interests protected, and sectors with little or no competition are appropriately regulated. Within this broader context we regulate the telecommunications and fibre sectors to ensure that these markets work well.
2. Our vision is that New Zealanders are better off because markets work well, and consumers and businesses are confident market participants.
3. As an effective competition agency and regulator we also help to ensure:
 - consumers are protected, and clear and accurate information is provided to them
 - there is a level playing field for competitors – the rules are known and enforced
 - market power is not taken advantage of for an anti-competitive purpose
 - cartel behaviour is addressed
 - the level of competition in a market is not substantially lessened by mergers or agreements between businesses
 - poor, misleading or unbalanced information affecting competition in the market is addressed
 - regulated businesses face incentives to provide long-term benefits for consumers.
4. Competition is a key driver for delivering greater productivity and growth in the economy. It incentivises firms to innovate, and rewards efficiencies in business. Through regulation we seek to achieve comparable outcomes in markets with little or no competition.

Our role in Telecommunications and Fibre

5. Telecommunications services support New Zealanders in all aspects of their lives, and as highlighted by the COVID-19 pandemic, they are more important than ever to social and economic wellbeing.
6. Our telecommunications work illustrates the convergence of the Commission’s infrastructure, competition and consumer work. Under the Telecommunications Act, our role spans industry-specific regulation to promote competition and influence the performance of monopoly network infrastructure. Alongside this our work seeks to improve retail service quality and ensure information is available in a way that informs consumer choice. In parallel, our role under the Fair Trading Act extends to advocacy and enforcement relating to trade practices of telecommunications providers.

7. On 1 January 2022, the new regulatory regime for fibre services went live, following extensive work by the Commission and industry stakeholders over the prior three years. The new regime is designed to deliver the certainty, stability and predictability that will support ongoing investment in this essential infrastructure.
8. We have also put in place rules and processes that protect consumers in the transition from copper to fibre and other new technologies. This includes the Commission 111 Contact Code and Copper Withdrawal Code. These transitional arrangements, along with the core components of the new fibre regime, provide clarity to market participants and consumers on how the new fibre regime works, obligations on industry, protection for consumers and our role as regulator.
9. In the last year, we have progressed our retail service quality programme for telecommunications, including publishing our findings on retail service quality issues experienced by consumers, completing our review of the Telecommunications Dispute Resolution Scheme and initiating consultation on the next phase of our measuring broadband programme. Together, these activities addressed several issues being experienced by telecommunications consumers.

Our contribution to New Zealanders

10. Our strategies support our strategic objectives and drive our work programme across each of our main areas of work:
 - Promoting competition in markets throughout the economy
 - Tackling harm to consumers, including from unfair trade practices and lending practices that breach consumer credit laws
 - Influencing monopoly infrastructure performance for better essential services
 - Improving competition in other regulated markets.

Legislated responsibilities

11. The key laws we are responsible for implementing and enforcing are outlined below.



Relationship to Ministerial portfolios

12. The following Ministerial responsibilities and interests related to our work are outlined below:

- You, as the Minister for the Digital Economy and Communications, are responsible for our activities under the Telecommunications Act 2001
- The Minister for Commerce and Consumer Affairs is responsible for our activities under the Commerce Act 1986, Fair Trading Act 1986, Credit Contracts and Consumer Finance Act 2003, and Retail Payment System Act 2022
- The Minister of Energy and Resources is responsible for our work under the Fuel Industry Act 2020 and has an on-going interest in our work with electricity and gas networks under Part 4 of the Commerce Act 1986

- The Minister of Agriculture is responsible for our role under the Dairy Industry Restructuring Act 2001
 - The Minister of Finance has an interest in our work under the Credit Contracts and Consumer Finance Act 2003 through our membership of the Council of Financial Regulators, and our work under the Retail Payment System Act 2022
 - The Minister for Infrastructure has an on-going interest in our work with infrastructure industries under Part 4 of the Commerce Act 1986, the Telecommunications Act 2001, and the Fuel Industry Act 2020
 - The Minister of Transport has an on-going interest in our work with airports under Part 4 of the Commerce Act 1986, and in our work under the Fuel Industry Act 2020
 - The Minister of Broadcasting and Media has an on-going interest in our specific responsibilities relating to broadcasting under the Telecommunications Act 2001.
13. From time to time our work may intersect with Ministerial portfolios outside these on-going relationships, including when competition or consumer issues arise in particular sectors.
- Commission growth**
14. As our regulatory responsibilities and associated funding have increased, our organisation has grown from 180 staff six years ago to a headcount of around 400 staff in 2023. We expect further growth to enable us to implement new regulatory responsibilities relating to groceries and the economic regulation of water entities.
15. In 2021/22, we underwent an organisational redesign process to ensure we were fit for the future. Our redesign has created regulatory branches with end-to-end accountability for regulatory systems in the areas of competition, fair trading, consumer credit, infrastructure regulation and market regulation. The organisation is also supported by three strategic and enabling branches providing legal services, strategy, governance and engagement, and organisation performance. The final phase of this transformation programme will be completed in 2023.

Section B – Sector Overview and Key Upcoming Matters

16. Outlined below are the key matters the Commission will be working through in the next six months and beyond. More detail will be provided in upcoming briefings and meetings. Information on any other matters can be provided at your request.

Background

17. Our telecommunications work, overseen by the Telecommunications Commissioner, is focused on delivering the four key objectives set out in the most recent amendments to the Telecommunications Act 2001:
 - Implementing a new regulatory regime for fibre services
 - Smoothing the transition from copper to fibre and protecting the interests of consumers during this process
 - Improving retail service quality for consumers
 - Enhancing our monitoring and reporting of competition and compliance in the market.

Fibre Regime

18. We have developed a new regulatory regime for fibre that delivers the certainty, stability and predictability required for ongoing investment in this essential infrastructure.
19. The new regime went live on 1 January 2022 and includes two key means of promoting consumer interests over the long term, being specification of:
 - Maximum revenue and quality standards for Chorus (as the largest fibre provider) which constrain its ability to charge excessive prices and secure the quality that New Zealanders have come to expect from their fibre services
 - Information disclosure requirements for Chorus and the other fibre providers that give the Commission and the public timely information to monitor outcomes, market performance, prices and quality for all fibre providers.
20. These measures have provided a smooth transition into the new regime and ensure that New Zealanders continue to enjoy some of the world's best fibre broadband services. Chorus and the other regulated fibre providers also have continued incentives to invest, innovate and compete for the long-term benefit of consumers.
21. The new regime has been well received by the industry and financial markets. International ratings agencies Standard & Poor's and Moody's have commented positively on the increased certainty the new regime provides to the market.
22. We are currently focused on working with the industry to embed the new regime and ensure that regulated fibre providers meet their ongoing information disclosure requirements.

Copper Transition

23. We have developed two codes to help protect the interests of consumers during the transition from copper to fibre services:
 - The 111 Contact Code, which went live in November 2020, is focused on vulnerable consumers who are at more risk of needing to call emergency services in a power cut. Retail service providers must give these consumers an alternative means of calling emergency services during a power cut at no cost to them. There are currently 573 vulnerable consumers who have been registered under the code. Mobile phones (79%) or battery back-ups or similar devices (21%) have been supplied to enable these consumers to make emergency calls during a power cut
 - The Copper Withdrawal Code, which went live in December 2020, sets out the minimum requirements Chorus must meet before it can withdraw copper services. Copper can only be withdrawn in areas where fibre is available, consumers must get at least six months' notice of any change, and Chorus must work proactively with consumers to ensure they understand the process and what replacement fibre services are available to them. The code covers around 250,000 copper lines in fibre areas that are eligible for withdrawal. According to the latest reported information, around 13,000 copper lines have been withdrawn to date, 15,000 lines are scheduled to be withdrawn this year, and the remainder are expected to be withdrawn on a rolling basis over the next few years.
24. Our monitoring suggests that both codes are operating as intended with no serious issues being reported to either the Commission or the Telecommunications Dispute Resolution Scheme.¹
25. We are conducting formal reviews of both codes this year to ensure they continue to meet their objectives and identify any opportunities for improvement.

Retail Service Quality

26. We are working to improve telecommunications retail service quality (**RSQ**) in response to persistently high levels of consumer complaints in this area.
27. We have addressed the following areas in our work to date:
 - *Evidence Base for Action* – We consulted extensively to build up a detailed understanding of what RSQ issues matter to consumers and why
 - *Effective Dispute Resolution Scheme* – We set out a detailed roadmap of changes to improve the effectiveness of the industry dispute resolution scheme for consumers

¹ Outside core code obligations, there is a degree of consumer misunderstanding in relation to wider copper withdrawal issues, which we have been working with industry and consumer groups to address, including through the production of fact sheets dealing with common questions and concerns.

- *Mobile Transparency* – We required the three mobile network operators to give their customers better information and tools to determine whether they are on the best plan relative to their usage and spend
 - *Broadband Marketing* – We issued guidelines to improve the marketing of broadband services to consumers including a requirement to use likely actual peak time speeds in advertising (rather than “up to” speeds or theoretical maximums) and provide an “exit right” for consumers to walk away without penalty if their service fails to deliver what was advertised.
28. This year, our focus is on completing three major initiatives², which are currently in different stages of the consultation process:
- *Telecommunications Dispute Resolution Scheme Access*: Working within the current legislative settings to ensure as many consumers as possible have access to the independent and free industry dispute resolution scheme
 - *Customer Service*: Improving customer service by showing how different providers are performing and encouraging providers to compete against each other on their customer service levels
 - *Product Disclosure*: Improving product disclosure through a range of measures that will enable consumers to compare telecommunications products, plans and providers on a more like-for-like basis.
29. As we move forward, we will continue to:
- Phase our work to ensure it is manageable
 - Tackle issues in the order in which they matter to consumers
 - Take a collaborative approach to problem solving with the industry and consumers
 - Give the industry the opportunity to develop solutions, by way of industry codes through the Telecommunications Forum, where appropriate.

Monitoring and Compliance

30. Expanding and enhancing our monitoring function is an ongoing priority for us.
- Effective monitoring:
- Underpins our understanding of the market and ensures our actions are directed towards promoting competition and preventing harm to consumers
 - Provides consumers with independent information that empowers them to make informed purchasing decisions and engage more confidently in the market.
31. Last year, we launched the next phase of our Measuring Broadband New Zealand programme, which will include new technologies and more providers, such as Starlink satellite broadband and 5G wireless broadband services.

² Next year, we will move on to look at debt practices and affordability, billing and switching, and contract issues experienced by consumers, but we will lay the foundation for that work as far as we can this year.

32. This year, we will release our revised Annual Telecommunications Monitoring Report, which will provide a wider and deeper view of the competitive landscape, the development of competition, and the end-to-end performance of the telecommunications sector.
33. Once this work is complete, we will look into a testing programme for mobile coverage and performance, where there are currently transparency gaps for consumers.
34. Finally, we are also working to ensure effective monitoring, oversight and enforcement of obligations relating to:
 - Copper Withdrawal Code
 - 111 Contact Code
 - Telecommunications Dispute Resolution Service improvement roadmap
 - Our Broadband Marketing Guidelines
 - Fibre ID regime.

Next Steps

35. We would welcome the opportunity to meet with you and discuss in more detail the matters raised above, as well as any matters you wished to raise with us.
36. The previous Minister met with the Commission on a bi-monthly basis to keep the Minister informed on the work the Commission was doing. Going forward, we would welcome the opportunity to meet with you, and propose that the Telecommunications Commissioner, Chief Executive and General Manager Market Regulation (introduced in Section C) would attend on a standing basis, supported by other Commissioners and Commission staff as needed.
37. Your office staff are welcome to contact Nick Russ or Lachlan Cartwright (contact details outlined in Appendix C) to organise a meeting.

Section C – Key Staff

Chair – Dr John Small



Dr John Small was appointed Chair in December 2022 and has been a Commissioner since June 2020.

John is the Founding Director of economic consultancy firm, Covec, and was also the former Head of the University of Auckland's Economics Department. He has an extensive experience undertaking complex competition analysis in a wide range of sectors, including energy, transport, agriculture, telecommunications, payment systems, and construction. John was also previously a lay member of the High Court of New Zealand, frequently called as an expert witness before courts, tribunals and commissions.

John's term as Chair ends in June 2025.

Telecommunications Commissioner – Tristan Gilbertson



Tristan Gilbertson was appointed Telecommunications Commissioner in June 2020.

He is a corporate and commercial lawyer with extensive international experience in telecommunications law and regulation. After an early career in private practice, Tristan was appointed Legal & Regulatory Director – Asia-Pacific at Vodafone Group Plc, where he was closely involved in the expansion and diversification of Vodafone's business. He then joined Telecom New Zealand Ltd where he was Group General Counsel and played a leading role in the structural separation of Telecom and the re-set of the regulatory framework. Most recently, he was Group General Counsel of Digicel Group Ltd, where he focused on transformation and change across Digicel's 32 global markets.

Tristan holds a BA/LLB(Hons) from the University of Auckland and has completed the Executive Leadership Development Programme at the Wharton School of the University of Pennsylvania.

Tristan's term as Telecommunications Commissioner ends in June 2025.

Deputy Chair – Sue Begg



Sue Begg was appointed as a Commissioner in June 2009 and Deputy Chair in July 2010. She was also appointed as an Associate Member of the Australian Competition and Consumer Commission from April 2016 to June 2019.

Sue is an economist, whose previous roles include director of the consultancy company Impetus Group Limited, Vice-President and head of the economic advisory unit of the investment banking division of Credit Suisse First Boston NZ Limited (and its predecessor companies) and manager of the Macroeconomic Policy section at the Treasury.

Sue’s term as Deputy Chair expired in 2021 – she continues in office pursuant to provisions under the Crown Entities Act until a successor is appointed. MBIE are currently recruiting for a new Deputy Chair.

Commission Chief Executive – Adrienne Meikle



Adrienne Meikle joined the Commission in May 2018, taking on the role of Chief Executive.

Before joining the Commission Adrienne held the positions of Deputy Chief Executive, Corporate, Governance and Information group, Acting Deputy Chief Executive, Market Services and General Manager, Resolution Services at the Ministry of Business, Innovation and Employment (MBIE). Adrienne has extensive experience across the public sector and prior to joining MBIE in 2012, held the roles of Acting Deputy Secretary, Tourism, Events and Consumer Affairs, Director of Legal in the former Ministry of Economic Development, Chief Legal Advisor in the former New Zealand

Food Safety Authority, and Parliamentary Counsel and Private Secretary in the Attorney General’s office.

Nick Russ – General Manager Market Regulation



Nick joined the Commission in November 2010 and was General Manager Economic Regulation for the period 2016–2022 before taking over the Market Regulation branch. As part of this role his team is responsible for supporting the Telecommunications Commissioner in discharging their responsibilities.

Before joining the Commission, Nick spent a number of years working for energy regulators in the UK (Ofgem) and Australia (Australian Energy Regulator). Nick has a degree in electrical engineering and is a chartered engineer.

Appendix A – Commission Board

38. The Commission’s Board is responsible for governing the entity and exercising its statutory powers and functions. The Board’s actions must be consistent with the Crown entity’s objectives, functions, Statement of Intent, and Statement of Performance Expectations.
39. The Board has a strong focus on:
 - Clearly setting the direction of the Commission
 - Ensuring that the Commission achieves its objectives, as expressed in legislation and/or the entity’s Statement of Intent
 - Managing any risks to the Crown.
40. The Board is made up of Commission Members. It is supported by Associate Members that are appointed in relation to the exercise of specific powers and functions, but are not responsible for the governance of the Commission. Attachment A provides further information about the current six Members and four Associate Members of the Commission.
41. The Board delegates the day-to-day management of the Commission to the Chief Executive. Our Chief Executive, with support of the senior leadership team, is the key point of accountability between the Board and the organisation.

Commission Members and Associate Members



Dr John Small
Chair

John is the Founding Director of economic consultancy firm, Covec, and was also the former Head of the University of Auckland's Economics Department. He has an extensive experience undertaking complex competition analysis in a wide range of sectors, including energy, transport, agriculture, telecommunications, payment systems, and construction.

John was also previously a lay member of the High Court of New Zealand, frequently called as an expert witness before courts, tribunals and commissions.

Term began: 8 June 2020 (first appointed: 17 Dec 2018)

Term ends: 7 June 2025



Sue Begg
Deputy Chair

Sue Begg was appointed as a Commissioner in June 2009 and Deputy Chair in July 2010.

Sue is an economist, whose previous roles include director of the consultancy company Impetus Group Limited, Vice-President and head of the economic advisory unit of the investment banking division of Credit Suisse First Boston NZ Limited (and its predecessor companies) and manager of the Macroeconomic Policy section at the Treasury.

Term began: 16 June 2019 (first appointed 17 June 2009)

Term ends: 15 June 2021³



Tristan Gilbertson
Telecommunications Commissioner

Tristan is a corporate and commercial lawyer with extensive international experience in telecommunications law and regulation. After an early career in private practice, Tristan was appointed Legal & Regulatory Director – Asia-Pacific at Vodafone Group Plc, where he was closely involved in the expansion and diversification of Vodafone's business. He then joined Telecom New Zealand Ltd where he was Group General Counsel and played a leading role in the structural separation of Telecom and the re-set of the regulatory framework. Most recently, he was Group General Counsel of Digicel Group Ltd, where he focused on transformation and change across Digicel's 32 global markets.

Tristan holds a BA/LLB(Hons) from the University of Auckland and has completed the Executive Leadership Development Programme at the Wharton School of the University of Pennsylvania.

Term began: 8 June 2020

Term ends: 7 June 2025

³ Sue remains in office pursuant to section 32(3) of the Crown Entities Act 2004 pending the appointment of her successor.

Elisabeth Welson
Commissioner



Before joining the Commission, she was a senior commercial partner at Simpson Grierson, where she co-led the competition and regulatory group and headed the energy, natural resources and utilities market group.

Elisabeth holds an LLB (Hons) from the University of Auckland and has practised as a Barrister and Solicitor in New Zealand as well as a Solicitor of the Supreme Court of Queensland and Solicitor of the Supreme Court of New South Wales.

Term began: 1 October 2018 (first appointed: 20 Sept 2012)

Term ends: 31 March 2022⁴

Dr Derek Johnston
Commissioner



A commercial lawyer, Derek has extensive experience and knowledge of competition law coupled with significant mergers and transactional experience and familiarity with many of the regulated sectors. His past roles include being the independent Chair of NZX's Regulatory Governance Committee and the Chair of the NZ Markets Disciplinary Tribunal. For many years Derek was a corporate partner with Russell McVeagh and most recently has been practising as a barrister and arbitrator at Thorndon Chambers.

Derek holds undergraduate and postgraduate degrees in law from the University of Auckland and a doctorate in law from the University of Toronto.

Term began: 1 November 2019

Term ends: 31 October 2024

⁴ Elisabeth remains in office pursuant to section 32(3) of the Crown Entities Act 2004 pending the appointment of her successor.

Joseph Liava'a
Associate Commissioner



Prior to joining the Commission, Joseph worked as the Community Liaison Manager for Nirvana Health Group.

Before that he was a consumer law advisor for the former Ministry of Consumer Affairs and also worked as a private secretary for the Minister. Joseph has also given consumer law training to budget advice services and community law centres. He has been involved with a variety of boards and panels, including Pacific Health and Welfare Inc, Vaiola Pacific Island Budgeting Service Trust (Mangere), Otara Health Charitable Trust, as well as the board of Consumer New Zealand.

Term began: 16 May 2022 (first appointed 8 April 2019)

Term ends: 7 June 2025

Vhari McWha
Associate Commissioner



Vhari is an experienced economist and has advised on public policy and regulation, including competition analysis and market design. She has a background in quantitative analysis, including cost benefit, modelling and forecasting work. Vhari has specific expertise in the energy sector.

Prior to joining the Commission, Vhari was a Director at Sapere. Her earlier roles include Deputy Director at the economic consultancy NZIER and Regulatory Affairs Manager at Meridian Energy.

Vhari holds an MCom (Hons) in economics from the University of Canterbury.

Term began: 14 September 2020

Term ends: 13 September 2025

Nathan Strong
Associate Commissioner



Nathan is a qualified economist, with over 20 years of experience focusing on applied competition and regulatory economics, including at senior management levels in regulated companies. Prior to joining the Commission, he was the General Manager (Commercial) at Unison Networks having first been appointed to the executive team at Unison in 2010.

Nathan is also the Chair of the Electricity Networks Associations' Regulatory Working Group, a Member of the Electricity Authority's Security and Reliability Council and has previously been a member of several Electricity Authority Advisory Groups

Term began: 29 August 2022

Term ends: 27 August 2027



Bryan Chapple
Associate Commissioner

Bryan is an experienced economist and senior public sector leader, with a deep understanding of the New Zealand economy and the role of regulation.

Prior to joining the Commission, he was Deputy Secretary (Growth and Macroeconomics) at the New Zealand Treasury. In that role, Bryan led the Treasury's work on micro and macro-economic policy, including the Treasury's work on regulatory strategy. Through his senior leadership roles, Bryan has experience in supporting organisations through change and in promoting high performance.

Term began: 29 August 2022

Term ends: 27 August 2027



Anna Rawlings
Associate Commissioner

Anna Rawlings was appointed as an Associate Commissioner in December 2022, following her time as Chair since June 2019. She was first appointed in 2014 for a five-year term as a Commissioner, before taking over as Chair in 2019.

She was previously a partner in the dispute resolution division of Minter Ellison Rudd Watts, where she specialised in contentious and non-contentious aspects of competition, regulatory and consumer law. Anna holds a BA/LLB (Hons) from the University of Auckland and an LLM from the University of Toronto, where her work focused on law and economics. Anna chairs the Commission's Commerce Act Division, Consumer Division, Fuel Division, and Market Studies Division.

Term began: 5 December 2022 (first appointed 9 June 2014)

Term ends: 4 December 2023

Appendix B – Commission Senior Leadership Team

	Adrienne Meikle <i>Chief Executive Officer</i>	Adrienne joined the Commission in May 2018 from MBIE, where she was the Deputy Chief Executive, Corporate, Governance and Information group. Adrienne has held senior management roles in the Market Services and Dispute Resolution areas in MBIE, Acting Deputy Secretary, Tourism, Events and Consumer Affairs, Director of Legal in the Ministry of Economic Development, Chief Legal Adviser in the New Zealand Food Safety Authority and Parliamentary Counsel. She has also worked for the Department of Corrections and the Ministry of Education. She has a BA, LLB and LLM (Hons) degrees.
	PJ Devonshire <i>Pouārahi</i>	PJ is of Ngāti Kahungunu ki Wairarapa and Rangitāne o Wairarapa descent and joined the Commission in August 2021. He has held roles as Pouārahi with the Ministry of Social Development and General Manager of his iwi Ngāti Kahungunu ki Wairarapa and represented his iwi on the National Iwi Chairs Forum. In 2021/22, he held dual Pouārahi roles with the Commerce Commission and the Office of the Privacy Commissioner. He is a Board Member of Ngāti Kahungunu ki Wairarapa Charitable Trust and is an honorary member of the Māori Women's Welfare League.
	Antonia Horrocks <i>General Manager, Competition</i>	Antonia joined the Commission in August 2016 after four years at the UK Competition and Markets Authority, bringing experience as an anti-trust lawyer in the private and government sectors. She started her career in Aotearoa New Zealand and has a BA (Hons) in English, an LLB (Hons) and a Postgraduate Diploma in EU Competition Law.
	Nick Russ <i>General Manager, Economic Regulation</i>	Nick joined the Commission in November 2010 and was General Manager Economic Regulation for the period 2016–2022. Before joining the Commission, Nick spent a number of years working for energy regulators in the UK (Ofgem) and Australia (Australian Energy Regulator). Nick has a degree in electrical engineering and is a chartered engineer.



Louise Unger
*General Manager,
Credit*

Louise joined the Commission in April 2021 from international firm Lawyers On Demand, where she specialised in risk and compliance. She has expertise in providing legal, risk and compliance services to a range of Aotearoa New Zealand and international organisations, including banks, telecommunications and electricity companies. She led the Bank of New Zealand's Retail legal team, which included advising on the Credit Contracts and Consumer Finance Act. Louise has an LLB (Hons) and BCom from Canterbury University.



Vanessa Horne
*General Manager,
Fair Trading*

Vanessa joined the Commission in April 2021 from a role as Group Manager, Overseas Investment Office at Land Information New Zealand. Her regulatory and legal background spans several regulatory systems, including overseas investment, intellectual property, health and safety, emergency management, occupational regulation, rural broadband and energy safety. Vanessa has a Master of Public Policy from Massey University and a law degree from Otago University.



Geoff Williamson
*General Manager,
Organisational
Performance*

Geoff joined the Commission in July 2011 and was previously Director Corporate Services at the Tertiary Education Commission and Chief Financial Officer at the National Library of New Zealand and had roles at Deloitte. Geoff is a chartered accountant with a BCA from Victoria University of Wellington and an Executive Master of Public Administration through the Australia and New Zealand School of Government.



Raj Krishnan
*General Manager,
Strategy,
Governance and
Engagement*

Raj joined the Commission in 2021 from the Department of Internal Affairs where he held a number of leadership positions, including General Manager Policy and General Manager Regulatory Services. He brings extensive leadership experience in policy and regulation and a strong background in governance and stakeholder relations. Raj has previously held roles with the Department of the Prime Minister and Cabinet, Department of Corrections and the Accident Compensation Corporation. He has a BA in Social Policy and Education and a Master of Public Policy from Victoria University of Wellington.



Andrew Riseley
*General Manager,
Legal Services*

Andrew joined the Commission in January 2017 after 20 years in competition law and economic regulation across five jurisdictions, including Singapore, the UK and Australia. Andrew has an MSc in Regulation from the London School of Economics and an LLB (Hons) and BEc (Hons) from Monash University.



Andy Burgess
*General Manager,
Infrastructure
Regulation*

Andy joined the Commission in December 2019 after a number of years in economic regulation in the UK and internationally. Andy joined the Commission from Ofgem in the UK where he led part of the Energy System Transition team. He was also the UK representative on the Board of the European Energy Agency (ACER) and the Council of European Energy Regulators (CEER) and acted as the Vice-Chair of CEER's Distribution Systems Working Group.

Appendix C – Key Contacts

Contact	Role and Details	Note
Dr John Small	Chair [REDACTED] john.small@comcom.govt.nz	Based in Marlborough, but makes frequent trips to Wellington
Tristan Gilbertson	Telecommunications Commissioner [REDACTED] tristan.gilbertson@comcom.govt.nz	
Adrienne Meikle	Chief Executive [REDACTED] adrienne.meikle@comcom.govt.nz	
Nick Russ	General Manager Market Regulation [REDACTED] nick.russ@comcom.govt.nz	Nick leads the Market Regulation branch, which includes lead responsibility for the Telecommunications function.
Lachlan Cartwright	Acting Manager Strategy, Policy and Performance [REDACTED] lachlan.cartwright@comcom.govt.nz	Lachlan leads the team responsible for engagement with MBIE and Ministers offices
John McLaren	Manager Communications and Engagement [REDACTED] john.mclaren@comcom.govt.nz	John leads the Commission's communications team