

18 November 2025

██████████  
By email: ██████████

Dear ██████████

**Official Information Act 1982 Request (OIA) – FMA’s external communications document**

I refer to your email and OIA request dated 22 October 2025 requesting for

- 1- “the most recent and current External Communications/ Relations strategy document, approved by the ELT. Please also provide the date it was approved by the ELT.”
- 2- “the number of times the ELT included agenda/business items relating to discussion/review/approval of FMA's External Communications strategy, since May 2023.”

**OIA response**

We have considered your request pursuant to the OIA. We have decided to release the documents and information you requested as per the above respectively:

Request 1: please find attached the most recent and current External Communications/ Relations strategy document approved by the ELT. This was approved by the ELT in August 2025.

Request 2: From our record since May 2023, the number of times the ELT included agenda/business items in their meetings relating to discussion/review/approval of FMA's External Communications strategy was 6 times.

**Questions**

Please let me know if you have any questions about our decision under the Official Information Act. I also note that you have the right to complain to the Ombudsman regarding our assessment of your OIA request, in accordance with section 28 of the Official Information Act. Information about how to make a complaint is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or phone 0800 802 602.

Yours sincerely



Nath Lostitmonton  
Senior Legal Counsel

Enc: FMA’s recent and current External Communications/ Relations strategy



AUGUST 2025

# FMA Industry Engagement Year to 30 June 2026

# OFR requires greater dialogue with stakeholders

- The FMA's statutory objective is fair, efficient and transparent markets
- This is delivered through an outcomes focused approach
- Effective implementation of an outcomes focused approach means a step up in discussions with both Government and Industry on significant risks and opportunities
- This dialogue is delivered through engagement with business, investors and consumers
- The Financial Conduct Report is published annually and sets out our regulatory priorities for the year ahead
- The proposals contained in this pack reflect External Relations support for our regulatory priorities

# Objectives 2025/26

The topics below reflect the FMA regulatory priorities for 25/26

## Credit

Build and strengthen relationships with credit firms to support the successful implementation of the CCCFA transfer.

**Supports OP3:  
Implement  
successful remit  
changes**

## Market Integrity

Focus industry engagement on highlighting good practice and urging improvement, FMA role removing bad actors.

**Supports SPE 1.1**

## Innovation

Position the FMA with stakeholders as a pro-innovation regulator, committed to making it easier for firms to do business and engage with us.

**Supports RP1:  
unnecessary  
regulatory burden,  
SPE 7 streamlined  
systems &  
processes**

## Capital Markets

Continue engagement with capital markets firms to help reduce regulatory burden and enable growth.

**Supports RP10:  
Support policy  
changes for capital  
markets**

## Financial Advice

Access to advice review, support ongoing roadshows and strong relationship with industry bodies

**Supports RP9:  
Understand  
challenges and  
opportunities in  
accessibility of  
advice**

# CE engagement

## Opportunities for 2026

- Ensure Chief Executive engagement is targeted to regulatory and operational priorities.
- Role of telling the FMA's story, the 'why'
- Support efforts to lift understanding of our approach to market integrity.
- Expand and target regional outreach.
- Establish list/calendar of ad hoc meetings with senior leaders/board members.



# Key takeaways from 24/25 Ease of Doing Business

## Actionable insights

- Strong stakeholder support for roundtables/webinars/Face to face
- Stakeholders appreciate high-level strategic discussions but a small sub-set continue to seek more detail and prescription.
- Regional meetings are always well attended, opportunity for senior leaders to elevate visibility of these events.

## What stakeholders told us:

*“The FMA have stepped up their participation in useful industry collaborative engagements. The more the better.”*

*“Open transparent supply of information. Clear collaboration mindset”*

*“Round table was good, but topics were too high-level”*

# Proposed roundtables 25/26

| Date          | Who with   | Objective   |
|---------------|--|---|
| October 2025  | Senior in house counsel of regulated firms                                     | Begin to explore SPE1.1, begin to position a series of engagements across the market on market integrity, FMA's investigation and enforcement approach. |
| December 2025 | General Insurers   | Not covered in 2024/25 series of roundtables. Discuss findings of external weather events   |
| November 2025 | Providers in Christchurch  | Position the FMA as a regulator engaged with firms across the motu, responding to EoDB feedback   |
| December 2025 | Innovation/FinTech   | Acknowledge the work the FMA has done, position the FMA post sandbox.   |
| February 2026 | Credit Providers   | Further Operational Priority 3, including insights of firms on the transfer.  |
| February 2026 | Chief Executives of Banks and their representatives                            | Ensure FMA CE visibility with CEs.  |
| March 2026    | Capital Markets participants/private markets participants                      | Support Regulatory Priority 10, Support Policy Changes for Capital Markets. Follow up on previous roundtable held in 2024/25.                           |
| April 2026    | Providers in and around another South Island location (e.g. Dunedin or Nelson) | Position the FMA as a regulator engaged with firms across the motu, responding to EoDB feedback   |
| May 2026      | Financial Advice providers   | Further Regulatory Priority 9, reflect on our publication for access to advice and FMA/Industry role to implement the recommendations.                  |
| June 2026     | Credit Consumers   | Further Operational Priority 3, including insights in consumer groups views on the transfer   |

# Targeted Chief Executive meetings

| Date  | Who with   | Objective  |
|---|--|--|
| August 2025                                   | NZX Board  | Support Regulatory Priority 10, Support Policy Changes for Capital Markets   |
| Begin August/September, then every six months | Meeting with Lyn McMorran, Chief Executive of the FSF  | Further Operational Priority 3 Credit, including positioning CE as open and accessible, available for industry to raise concerns. Alternative with LCS six monthly meeting, so Lyn meets with FMA quarterly. |
| Every six months                              | DRS Forums   | Attendance at six monthly DRS forums to have visibility on complaints and ensure strong visibility/support on consumer complaint, part of RP3.   |
| October 2025, then quarterly                  | Rolling programme of meetings with directors of licensed entities, aim for one/two a quarter across various streams, including credit. | Position FMA as open and engaged, with a focus on the Boardroom.   |
| February 2026, then monthly                   | Meeting with a larger credit provider and smaller credit provider every quarter  | Further Operational Priority 3 Credit, including positioning CE as open and accessible, available for industry to raise concerns.  |
| March 2026                                    | Meeting with incoming/outgoing NZX Chief Executive   | Support Regulatory Priority 10, Support Policy Changes for Capital Markets   |
| April 2026                                    | Proposed roundtable with leaders of Industry Bodies  | Successful execution, aim to turn into an annual session.  |

# Speeches & Conference attendance 25/26

| Date             | Who with                               | Objective   |
|------------------|--|---|
| September 2025   | FSC (MIS, Financial Advice, Insurance) | Position FMA as engaged, responsive, focused on key issues that matter, aligned with FCR, but also dealing with innovation. |
| November 2025    | FSF (Credit Providers)                 | Position FMA as engaged, ready and focused on the Credit Transfer. Sam to attend dinner, operational team to present.       |
| February 2026    | FSC Outlook                            | Speech covering off specifics about plans for Calendar Year 2026.   |
| March/April 2026 | ICNZ Conference                        | Begin to place the FMA as a regular contributor to the ICNZ conference, suggest Sam or Clare as a panelist.                 |
| 25/26 March 2026 | FANZ Conference                        | Announcement of findings of look at access to advice. Explore further opportunities at the IBANZ and ANZIIF conference.     |

# Role of ELT 2025/26

The proposals below reflect roles, strengths and thinking around Ease of Doing Business results

**Clare  
Bolingford**

Engagement with Chief Executives of Deposit Takers, fund managers, supervisors, insurers and financial advice firms, supported by LCS Directors/Heads

**Louise  
Unger**

Engagement focused on the why of our actions to lift SPE1.1. Engagement with GCs of entities, as well as attendance at cross FMA events.

Six monthly roundtables with senior in house counsel.

**Scott  
McMurray**

Role to be confirmed, dependent on length of time in role, chief of staff responsibilities.

**Kari  
Jones**

Lead on FMA operational issues, data and technology including AI.

Engagement lead as FMA considers response to SPE7 – streamlined systems and processes.

**Liam  
Mason**

Engagement/Regular meetings with lawyers who are opinion makers/policy agenda setters.

Aim for 1 or 2 conference speeches a year.

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