

# CV for Henry Dowler

Current in March 2024

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## Briefly

Henry is a versatile, highly accomplished executive manager, problem solver and strategic thinker. He is a skilled leader and analyst with experiences in many different sectors and subject areas at local, regional, national and international levels.

Henry is:

- a positive, constructive and insightful team-player
- a decisive, inclusive and pragmatic leader
- highly intelligent and an effective critical thinker
- a tremendous 'workhorse' – he is highly productive and consistently delivers excellent service and products quickly
- a skilled relationship manager, facilitator and negotiator.

Henry applies himself to his work with energy and enthusiasm while also being thorough and thoughtful. He invariably makes a positive difference and often succeeds where others have struggled to deliver.

Throughout his work in public and private sectors as an employee, contractor and consultant, Henry has excelled in all the following areas:

- **Project and general management:** Designing, planning, and leading large and complex projects and teams and delivery of associated performance management and reporting.
- **Strategy and planning:** Leading the thinking. Managing and undertaking complex policy and operational reviews. Developing innovative, future-proof solutions to complex problems. Preparing plans, guidance and advice to ensure effective delivery.
- **Analysis and research:** Preparing strategic and operational policies and plans. Leading and contributing to the development of new legislation, rules, standards and implementation guidelines. Gathering and analysing information and empirical evidence and preparing advice for other decision-makers.
- **Stakeholder engagement:** Planning and leading large and smaller-scale engagement exercises with diverse stakeholders at both strategic and operational levels. Establishing and working with high-level steering/advisory groups, executives and Ministers.
- **Facilitation and relationship management:** Facilitating internal and external stakeholder events. Building and leading effective teams to ensure effective working relationships among diverse people and organisations.
- **Contract management:** Designing and managing procurement and contracting arrangements to help ensure high quality products and services are delivered on time and within budget

# Roles filled during the past 10 years

## Christchurch City Council (May 2022 – ongoing)

Work to date has included:

- design and facilitation of strategic workshops with the Council's Executive Leadership Team (ELT) and Strategic Policy and Performance Team
- developing and populating an analytical framework for the Council's submission to the Future for Local Government Review
- research, analysis, and advice to inform a review of the Council's Strategic Framework and staff preparations to engage with elected members after the local government elections about the Framework and Long-term Plan.
- developing a specification for the role of Council strategies for approval by ELT and undertaking an analysis of the Council's 20+ strategies to assess quality and alignment against the specification
- supporting the Chief Legal Advisor in reviewing and rewriting the Council's Code of Conduct for elected members.

## Ministry of Business, Innovation and Employment: New Zealand Business Number Policy and Implementation (July – December 2023)

Principal Policy Advisor for the New Zealand Business Number (NZBN), a continuation of the earlier role described in more detail on page 4 (below), that included:

- developing solutions and recommendations to address long-term barriers to the successful implementation of the NZBN as part of government-wide digitalisation initiatives
- research, policy development and preparing advice and briefings for Cabinet, Ministers, senior managers, government agencies and other stakeholders
- providing high-level guidance, support and advice to the NZBN Director, Steering Groups and other NZBN Team members.

## Ministry for the Environment (August 2021 – June 2023)

Providing expert policy input to several aspects of the resource management reform work programme, including:

- leading and supporting the development of advice and presentation materials for senior managers and Ministers on specific parts of the reform proposals (eg, relating to outcomes evaluation, impact assessment and some aspects of resource allocation)
- writing most of the final regulatory impact assessment (supplementary analysis report) for the reform programme (Natural and Built Environments and Spatial Planning Bills)
- developing an evaluation framework for monitoring and reporting against the Government's objectives for the reforms and initial engagements around potential evaluation metrics
- leading and contributing to further advice around stewardship of the proposed new regulatory system and longer-term work programme planning and prioritisation.

## **Standards New Zealand (November 2022 – July 2023)**

Supporting Standards NZ senior management and staff by:

- contributing to preparations for negotiations with Standards Australia around development of a refreshed agreement between the two organisations
- providing advice based on extensive experience in a mix of strategic, commercial and central government roles, including negotiating contracts and agreements in both national international contexts.

## **StatisticsNZ and Land Information New Zealand (May 2021 – October 2022)**

Work included:

- co-leading a StatsNZ and LINZ collaborative investigation to determine whether the perceived opportunity to develop and deliver a single government data asset covering property and location elements is valid, viable and has potential to deliver significant benefits
- assessing the possible mandate that could be given by StatsNZ and LINZ leaders to move to a more formalised approach to establish a joint work programme
- contributing to a successful bid to the Digital Innovation Fund (DIF) and a new proof-of-concept project
- co-leading the te ao Māori engagement workstream of the project and acting as the primary author of the project report outlining project findings and further recommendations to StatsNZ and LINZ leaders
- supporting development of a Budget 2023 bid for further investments to support the StatsNZ administrative data transition work programme, aspects of which build on the proof-of-concept project

## **Environmental Science and Research Limited (ESR) (May – July 2021)**

Interim cover for a senior management vacancy in the Health Intelligence area of this Crown Research Institute, including:

- helping to address immediate work prioritisation and resource allocation challenges
- supporting technical leaders to manage operational requirements in the context of a science service agreement with the Ministry of Health, routine communicable disease surveillance/outbreak responses and the additional demands arising from the COVID-19 response
- investigating and advising the relevant General Managers on additional resource requirements
- preparation of the Annual 2021/22 Communicable Disease Business Plan for negotiation with the Ministry of Health and individual work plans for deliverables described in the Business Plan.

## **The Treasury (July 2016 – August 2018 and September 2020 – May 2021)**

Leading and contributing to the development of recommendations to responsible Ministers on NZ's natural disaster insurance scheme, including:

- proposing design, delivery and other technical and legislative changes to the scheme
- stakeholder engagement (EQC, private insurers and other government agencies)

- commenting on other policy issues being addressed as part of the Review, including issues raised by a Public Inquiry Report
- contributing to development of drafting instructions for a new Act and preparing the departmental report for Select Committee processes related to the first Amendment Bill

Also assisted with analysis of public submissions and drafting content for the Departmental Report to Select Committee on the Overseas Buyers Project (which limited the ability for people from overseas to purchase residential property in New Zealand).

### **Department of Internal Affairs: Central/Local Government Partnerships – Infrastructure Funding and Financing and COVID-19 Response and Recovery (June 2019 – December 2020)**

Lead Policy Advisor for part of the Government’s Urban Growth Agenda (UGA) work programme focused on Infrastructure funding and financing, with the aim of enabling a more responsive supply of infrastructure and appropriate cost allocation, including:

- assessing whether the existing local government targeted rates and development contributions regimes can be utilised more effectively to better recover the cost of infrastructure and developing responses to recommendations in the Productivity Commission’s November 2019 inquiry report on local government funding and financing
- leading substantial research and review activity, consultation and engagement with 78 local authorities and a wide range of government agencies
- preparing detailed consultation documents, advice and briefings for Cabinet, Ministers, senior managers, and other stakeholders.

Also acted as Partnership Director within the Group leading the Local Government Funding and Financing Team, and supporting the Deputy Chief Executive and other Partnership Directors by leading:

- development of internal strategy review, planning and coordination resources
- preparation of Budget bids and representing the Department as a member of the Budget 2020 Just Transitions Secretariat
- the Finance Workstream of the Local Government COVID-19 Response Unit, including overseeing detailed assessment of financial implications for councils and developing advice for councils and Ministers on response and recovery issues.

### **Ministry of Business, Innovation and Employment: New Zealand Business Number and Electronic Invoicing Initiatives (November 2016 – May 2021)**

Principal Policy Advisor for the New Zealand Business Number (NZBN) and the trans-Tasman electronic invoicing (e-Invoicing) initiatives, including:

- providing strategic and policy capacity to the design and implementation of the NZBN and e-Invoicing in national and international contexts
- leading substantial reviews, public consultation and related reforms of the whole-of-government directions and provisions of the New Zealand Business Number Act 2016
- leading relationship management with 94 government agencies subject to Government directions related to NZBN implementations
- coordination and authoring of progress monitoring reports to Ministers

- leading NZBN-related mutual recognition and key aspects of joint work with the Ministry of Foreign Affairs and Trade and Australian officials (Australian Taxation Office and Treasury) as part of the Single Economic Market Agenda, including:
  - drafting the trans-Tasman Arrangement to formalise commitments made by Australian and New Zealand governments;
  - drafting consultation materials relating to operational governance of the joint e-Invoicing initiative; and
  - travelling to the UK, Europe, Singapore and Australia represent New Zealand in international forums and meetings related to e-Invoicing and related international standardisation.

In 2021, designed and led a broad national consultation programme with business leaders and other key stakeholders and provided MBIE with consultancy advice on 'Next steps for the NZBN', with a focus on:

- how to build on successes to date, including further leveraging increased awareness of the NZBN among smaller businesses
- identifying new opportunities to encourage and facilitate greater use of the NZBN and associated infrastructure within and between the public and private sectors in NZ
- the merits, or otherwise, of reviewing and updating all-of-government directions to government agencies on the implementation of the NZBN
- possible barriers to adoption and consumption, including but not limited to section 29 of the NZBN Act 2016, privacy and compulsion.

### **SafePlus: WorkSafeNZ (Oct 2015 – June 2018)**

Consultant to the SafePlus Programme (Safe+), a joint initiative of WorkSafe New Zealand, ACC and the Ministry of Business, Innovation and Employment, with tasks including:

- contributing to Safe+ strategy, pilot design, operational planning and budgeting
- policy advice to the cross-agency Governance Group on longer-term funding options
- overseeing cost-benefit analyses and drafting of business cases
- facilitation of workshops with technical advisors, assessors, government agency representatives and key business stakeholders.

### **Ministry of Business, Innovation and Employment (including the previous Department of Building and Housing) – A wide range of contract and consultancy roles over 13 years (2005 – 2018)**

Led and contributed to major legislation reviews, regulation development, strategy and policy development, provision of procurement advice and filled significant relationship management roles. Work undertaken relates to a broad range of subject areas including:

- financial markets
- science and innovation
- Canterbury earthquake recovery
- emergency management contingency planning
- regulation of building and construction, including accreditation and registration, product certification and the resource management and building control interface.

In general, the tasks undertaken included:

- start to finish leadership and/or contribution to project management of strategy, policy, consultation and legislation development and implementation activities
- preparing strategy and policy advice for senior managers, Ministers and Cabinet
- contributing to the development of better business case materials and related advice for senior executives and Ministers
- designing and leading or undertaking research and analysing and reporting on the results
- leading and contributing to drafting and negotiating service level agreements.

### **DairyNZ, Beef+LambNZ and DeerNZ: Government – Industry Agreement (GIA) on Biosecurity Readiness & Response (July – December 2017)**

Filled roles with all three livestock sector organisations that involved:

- contributing strategic and policy capacity and leadership of coordinated consultation with the sector on proposals to sign the Biosecurity Government-Industry Agreement
- start to finish leadership and an advisory role on the consultation approach, legislative compliance and levy proposals
- writing the full suite of consultation documents and designing and facilitating consultation events with the farming sectors
- drafting formal applications to the Minister for Biosecurity and supporting subsequent industry engagements with the Ministry of Primary Industries.

### **Department of the Prime Minister and the Cabinet (April – June 2016)**

Seconded by the Department to the Regenerate Christchurch (RC) Interim Establishment Team to work across a wide range of issues and activities, including in relation to:

- a strategic framework for RC's future work programme and shorter-term (6-month) work plan
- monitoring and reporting (approach and metrics)
- organisational risks and risk mitigation options
- identification of Christchurch regeneration 'quick win' options
- engagements with Development Christchurch Ltd on New Brighton and Central City regeneration issues and options
- developing an initial stakeholder engagement approach and related stakeholder matrix
- drawing up a regeneration responsibilities matrix (overview) and specific summaries for Central City and Residential Red Zone statutory plan processes
- a Regeneration Plan process overview, with detailed process description and indicative timelines (where RC is proponent and as reviewer where others are the proponent)
- reviewing and commenting on the Greater Christchurch Resilience Plan and the City Council Tourism Strategy documents
- preparing the first-cut draft of RC's Initial Statement of Intent.

## **Canterbury Earthquake Recovery Authority (Dec 2014 – March 2016)**

Principal Advisor – Housing Recovery, a role that included:

- contributing strategic leadership and analytical capacity to the Authority's Housing Recovery Programme
- research, policy development and preparation of discussion documents and Chief Executive and Ministerial briefings
- providing high-level guidance, support and direction for full-time analysts and contractors
- leading relationship management and facilitation roles across a range of activities and programmes.

## **National Bovine TB Plan Governance Group (Feb – July 2015)**

Contributing strategy, analysis and stakeholder engagement capacity to the review of the National Bovine Tuberculosis Pest Management Plan, including:

- start to finish design of the public consultation process around proposed reforms to this disease and vector control programme (a joint Crown and primary industry programme)
- drafting the review discussion document (released in June 2015)
- designing and leading the implementation of a consultation 'roadshow' with workshops held in over 30 locations throughout NZ.

## **Environmental Science and Research Limited (Dec 2014 – May 2015)**

Work included:

- Preparation of a discussion paper titled '*National Immunisation Vaccine Purchase, Storage and Distribution Services: Emergent Issues and Enhancement Opportunities*'
- oversight of subcontractor undertaking scoping work, development of a project management plan and ongoing activities related to the creation of the '*Infection Prevention and Control Information Technology Indicative Business Case*'.

## **Earthquake Commission (EQC) – Strategy and Policy (Jul 2012 – Dec 2014)**

Acting as Manager of the Chief Executive's Office, working with Board Chair on key strategic issues, supporting and mentoring EQC management and policy staff and leading a range of EQC strategic, corporate and policy projects, including:

- secondment to the Treasury as a lead member of the Treasury team reviewing the EQC Act 1993
- strategic and operational business planning – such as designing and leading cross-organisational strategy development and operational planning for the 2013/14 and 2014/15 work programmes
- developing the programme for EQC Board strategy sessions, including all background papers and workbooks for EQC Board members
- working with the Institute of Directors to develop and deliver culture and performance survey of Board members
- procurement of external strategy and performance improvement advice.

## **Lyttelton Port Company (November 2013)**

Research, analysis, coordination and writing of a report for the Lyttelton Port Company to submit to the Canterbury Earthquake Recovery Authority (CERA) Lyttelton Steering Group. The report addressed specific questions raised by the Steering Group and proposed the making of a Recovery Plan under CERA legislation.

The purpose of the Plan being to expedite the reinstatement of the Port, Sumner Road, and associated reclamation and development works seen as essential to avoid:

- introducing unnecessary complexity or confusion into existing planning instruments and processes
- uncertainty of outcome associated with substantial investment into rebuild and recovery of Port infrastructure
- unintended effects on decision-making and the wider community with decisions under the Resource Management Act 1991 (RMA) as associated with a considerable number of inter-connected but incremental consents
- constraining future decisions in an environment where there is still considerable uncertainty.

The decision to proceed with developing the proposed Recovery Plan was subsequently announced by the Canterbury Earthquake Recovery Minister, Hon Gerry Brownlee, in June 2014.

## **Chambers Communications and Strategy (Jun 2012 – Jul 2013)**

Consultant services involving

- research, analysis and preparation of strategic advice for Chambers and their clients on how their proposals align with central government policies and priorities
- development of key messages for subsequent engagement with government.

Projects were diverse and relate to matters such as:

- transport infrastructure
- tourism
- employment
- infrastructure rebuild aspects of Canterbury earthquake recovery efforts
- redevelopment of major culture and heritage facilities.

## Further examples of contract and consultant roles

### Auckland and Canterbury District Health Boards – Programme Directorships (Jun 2008 – Jul 2014)

Director and project manager for the following two major programmes led by the Auckland District Health Board (DHB):

- **Pathways to Health Careers:** A foundation initiative of the large, cross-government, urban redevelopment programme known as the Tāmaki Transformation Programme.
- **National Quality Improvement: Infection Prevention and Control (IPC) Programme:** Led three separate project teams with clinical and technical membership drawn from ADHB and other DHBs from throughout New Zealand. In 2013, also led a sustainability review of one of the key IPC programme components.

In 2012, led an Auckland and Canterbury DHB joint venture to secure the Health Quality and Safety Commission contract for the final design and roll-out of a national surveillance and data management system for post-operative infections.

### New Zealand Qualifications Authority (NZQA) – Strategic and Corporate Policy (Apr – Jul 2012)

Leading and contributing to strategic and corporate policy projects, supporting and mentoring NZQA policy staff, and representing NZQA in related forums, including:

- reviewing and revising NZQA crisis management and business continuity plans, including designing a tabletop exercise and drill to test the plans
- reviewing and revising NZQA external complaints policy and procedures
- development of other policy advice and briefings for the Strategic Management Team, Ministers and others as required
- providing thought leadership and scoping and planning projects
- gathering and analysing information and data to inform policy advice
- drafting reports, correspondence, policy papers and ministerial submissions

### Canterbury Earthquake Recovery Authority (CERA) Strategy, Planning and Policy (Jun – Dec 2011)

Direction of the establishment and initial implementation CERA's \$750 million (approx) 'Worst Affected Suburbs Programme' (the 'residential red zone') as well as leading or contributing to:

- inter-agency liaison, problem-solving, facilitation and community engagement
- policy solutions around Crown zoning decisions, residential land acquisition and land and housing supply/affordability (including the design, procurement and implementation of a survey of over 5000 red zone property owners)
- developing the CERA Recovery Strategy 'vision' and participating in public discussion sessions about the Strategy as a CERA 'expert'
- resolving legislative issues related to dangerous and insanitary buildings and the use of reserve lands for temporary accommodation and associated issues raised by the Regulations Review Committee.

## **Accident Compensation Corporation (ACC) – Various contract and consultancy roles (Aug 2006 – May 2011)**

A variety of contract roles have been completed for ACC including:

- independent facilitation of, and reporting on, ACC work with large national corporations and Auckland-based employers to assess ideas about the development of more employer-centric ACC services
- leading and coordinating an independent review of the training of primary response in medical emergency (PRIME) practitioners (rural doctors and nurses), including:
  - assessing clinical content and comparing PRIME with other national and international training programmes
  - establishing and working with a clinical advisory group and conducting surveys and interviews with a range of practitioners and stakeholders
  - making recommendations about desired standards for practitioners participating in PRIME, the potential for PRIME to be linked to existing professional standards or qualification framework(s), and the relationship of PRIME to future health workforce directions.
- project managing, facilitating and reporting on the operational review of the ACC Accredited Employer Programme
- project managing and facilitating the work of the Air Ambulance Reference Group and developing the Group's report to Ministers recommending reform of New Zealand's national air ambulance and rescue helicopter services.

Also led a related project for District Health Boards New Zealand from December 2006 to May 2008 to help define a cost-effective, nationally coordinated, regionally delivered inter-hospital transfer service for NZ.

## **Education Ministry – Consultant (May – Jul 2010)**

Strategic and operational policy review and report setting out recommendations on how to deliver a new model for national school student engagement and attendance services, including:

- establishing a mechanism for multi-agency input to help ensure effective sharing of expertise and information
- rationalising and integrating a range of current, related but relatively uncoordinated services
- establishing a new community-based service with consistent and coherent linkages to other social services
- improving overall coordination of social services, the most effective application of limited resources and a pathway for continuous service improvements.

## **Transport Ministry – Consultant and Project Manager (Aug 2008 – Mar 2009)**

Provided project management and consultant services to the independent National Land Transport Programme cost allocation model and charging mechanisms review, including:

- detailed project planning and management of project resourcing issues
- managing communications between the independent review group, the Ministry of Transport and other stakeholders
- overseeing and contributing to the design and delivery of a national consultation programme and drafting of the final review report.

## **The Treasury – Consultant and Project Manager (Feb 2008 – Jun 2008)**

The project, with a public-private sector steering group, chaired by Sir Brian Elwood (former Chief Ombudsman), reported on the viability of a public private partnership to procure and build the proposed Waterview Connection motorway tunnels in Auckland.

Tasks included:

- providing independent project management services for the Project
- managing a Team of Treasury and Ministry of Transport analysts and independent consultants (including PriceWaterhouseCoopers and Deloitte) to develop a report to the Finance and Transport Ministers.

# Earlier central and local government roles

## Central government (1995 – 2006)

- **Health Ministry** – Various senior technical, policy and project leadership (legislation review) roles (Sep 1995 – Feb 1999)
- **Emergency Management Ministry** – Senior Policy Analyst and Project Manager (Mar 1999 – May 2000)
- **Agriculture and Forestry Ministry**: Biosecurity Authority – National Policy Coordinator (Jun 2000 – May 2002)
- **Youth Affairs Ministry** – Policy Manager & Deputy Chief Executive (May 2002 – Aug 2003)
- **Education Ministry** – Policy Analysis and Acting Senior Manager, Education Management Policy (Aug 2003 – Mar 2006)

## Local Government (prior to 1995)

Employed by three local authorities (Southland County, Queenstown Lakes District and Invercargill City) as a statutory officer and line manager of officers under the following public health and environmental management statutes (some of which have since been repealed and replaced):

- Health Act 1956
- Clean Air Act 1972
- Local Government Act 1974
- Noise Control Act 1982
- Building Act 1991
- Resource Management Act 1991
- Dangerous Goods Act 1974
- Biosecurity Act 1993
- Hazardous Substances and New Organisms Act 1996.

Also served as Executive Director of the New Zealand Institute of Environmental Health (September 1993 – September 1995). Planned and led a strategic review of what was then a struggling professional association. Personal commitment and inspirational contributions were publicly acknowledged as setting the Institute back on a pathway to success.