

Curriculum Vitae for Henry Dowler

Current at March 2017

Contact details

PO Box 5141
Springlands
Blenheim 7241
NEW ZEALAND

Mobile: +64-27-344-6691
Email: henry.dowler@hankstar.co.nz
Home Phone: +64-3-578 3183

Skills, expertise and qualifications,

Henry's diverse skills and expertise come from broad experiences over more than three decades in a range of sectors at local, regional, national and international levels.

- **Strategy and planning:** Leading the thinking. Developing innovative, solutions to complex problems. Preparing plans, guidance and advice to ensure effective delivery.
- **Stakeholder engagement:** Engaging diverse stakeholders at both strategic and operational levels. Establishing and working with high-level steering/advisory groups.
- **Policy analysis and research:** Preparing strategic and operational policies, developing new legislation and other regulation and standards development services. Gathering and analysing information and empirical evidence and preparing advice for decision-makers.
- **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.
- **Project and general management:** Planning, documenting and leading large and complex projects and teams; and associated report writing tasks.
- **Contract management:** Designing and managing procurement and contracting arrangements to help ensure high quality products and services are delivered on time and within budget

While experience and skills gained over time are now more relevant, Henry's initial tertiary qualification would now equate to a Bachelor's degree in Applied Science or Health Science. Those qualifications included Royal Society of Health Diplomas in Public Health Inspection and Noise Control. Other university papers successfully completed cover a range of topic areas – public administration, organisational behaviour, management and the legal system.

Widely recognised as a catalyst for success

- A positive, constructive and insightful team-player
- A decisive, inclusive and pragmatic leader
- Highly intelligent and an effective critical thinker – 'can see the order among the chaos'
- Facilitation, negotiation and analytical skills of the highest order
- Highly productive – delivers excellent products on time or ahead of schedule

A few examples of contract and consultant roles

New Zealand Business Number Initiative (November 2016 – ongoing)

Part-time contract role as the Government and Policy Lead for the New Zealand Business Number (NZBN) Initiative. Contributing strategic and policy capacity to support and enable the design and implementation of the NZBN work programme. Undertaking research, policy development and preparing advice and briefings for Ministers, senior managers, government agencies and other stakeholders. Providing high-level guidance, support and advice to other contracted NZBN Programme Team members. Leading relationship management and facilitation roles across a range of activities and engagements with 94 government agencies subject to Government directions related to NZBNs.

The Treasury (July 2016 – ongoing)

Part-time consultant to the Earthquake Commission Act Review Team. Leading and contributing to the development of recommendations to responsible Ministers proposing design, delivery and other technical changes to New Zealand's natural disaster insurance scheme. Related stakeholder engagement (EQC, private insurers and other government agencies) and comment on other policy issues being addressed as part of the Review. Expect to play a significant role in the eventual development of drafting instructions for a new Act.

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

Part-time consultant, seconded by the Department to the Regenerate Christchurch (RC) Interim Establishment Team. Worked 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.

Safety Star Rating Initiative (Oct 2015 – ongoing)

Part-time consultant to the Safety Star Rating Initiative Programme (SSR) – a joint initiative of WorkSafe New Zealand, ACC and the Ministry of Business, Innovation and Employment. The SSR is part of the Working Safer reforms to help reduce the severity and incidents of injuries in the workplace. Tasks include contributing to SSR strategy, pilot design, operational planning and budgeting, policy advice to the cross-agency Governance Group on longer-term SSR funding options and facilitation of workshops with SSR technical advisors, assessors, government agency representatives and key business stakeholders.

Canterbury Earthquake Recovery Authority (Dec 2014 – March 2016)

Part-time role as Principal Advisor – Housing Recovery. Contributing strategic leadership and analytical capacity to the Authority's Housing Recovery Programme. Undertaking research and policy development. Preparing 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.

Ministry of Business, Innovation and Employment (including the previous Department of Building and Housing) – Various contract and consultancy roles (Apr 2005 – ongoing)

Part-time consultant and contract advisor. 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, science and innovation, Canterbury earthquake recovery, emergency management contingency planning, the Building Act 2004 review, resource management and building control interface, building consent authority accreditation and registration and building product certification.

In general, tasks undertaken include:

- 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

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

Contributing strategy, analysis and communications/consultation capacity to the review of the National Bovine Tuberculosis Pest Management Plan. Tasks undertaken included start to finish design of the public consultation process around proposed reforms to this \$80 million per annum regulatory disease and vector control programme (a joint Crown and primary industry programme). Lead responsibility for drafting the review discussion document (released in June 2015) and for the consultation 'roadshow' with workshops held in over 30 locations throughout New Zealand.

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

Preparation of a discussion paper titled '*National Immunisation Vaccine Purchase, Storage and Distribution Services: Emergent Issues and Enhancement Opportunities*' and 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:** Designing and leading cross-organisational strategy development and operational planning for the 2013/14 and 2014/15 work programmes.
- **EQC Board Strategy:** Developing the programme for EQC Board strategy sessions, including all background papers and workbooks for EQC Board members. Worked with 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)

Consultant services involving 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 in particular with decisions under the Resource Management Act 1991 (RMA) as associated with a considerable number of inter-connected but incremental consents; and
- 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, policy analysis and preparation of strategic advice for Chambers and their clients on how their proposals align with central government policies and priorities. Also 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, and redevelopment of major culture and heritage facilities.

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

Contracted as 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 (TTP). The programme work involved engaging beneficiaries and other low income people in education to tertiary level and ensuring their successful transition to health careers.

This was achieved by ‘joining up’ of health, education, employment and social services to provide integrated and coordinated wraparound support for participants in the specific context of their family and community situation.

The Pathways role involved working closely with DHB and TTP executives, Board Chairs, cross-sectoral advisory groups and community representatives. A major responsibility was a full programme design review to deliver large cost reductions and development of an associated business case for the DHB Board.

- **National Quality Improvement: Infection Prevention and Control (IPC) Programme:** Led and managed three separate project teams with clinical and technical membership drawn from ADHB and other DHBs from throughout New Zealand. The work involved national leadership of work related to:

- developing and publishing guidance and consultation documents, a website and a range of other resources for DHBs
- developing and distribution of an electronic, PDA and internet-based, healthcare worker compliance and infection rate monitoring solution; and guidance and advice on data monitoring, collation, analysis and reporting
- training a national pool of auditors and establishing effective networking arrangements for the auditors and local DHB programme coordinators
- provision of change management support and advice to the National DHB CEOs ‘Steering Group on sustainable funding to support all the ongoing, national elements of the Programme.

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.

In 2013, led a sustainability review of one of the key IPC programme components.

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

Providing contract policy capacity: Leading and contributing to strategic and corporate policy projects, supporting and mentoring NZQA policy staff, and representing NZQA in related forums.

Tasks at NZQA included:

- 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 test 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). The review work included:
 - 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. The review project, sponsored jointly by ACC, the Department of Labour, Business New Zealand and the New Zealand Council of Trade Unions, involved management and coordination of four separate workstreams with around 45 participants, a technical subgroup and a joint chief executives' steering group.
 - project managing and facilitating the work of the Air Ambulance Reference Group (a group with around 50 members and an independent Chair - ex Ombudsman, Mel Smith) and developing the Group's report to Ministers recommending reform of New Zealand's national air ambulance and rescue helicopter services.
- Henry 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 New Zealand.**

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 by:

- 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. This role included:

- 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 NZ\$1.89 billion Waterview Connection motorway tunnels in Auckland.

Tasks included providing independent project management services for the Project. This involved 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.

Previous central government employment

Education Ministry – Senior Policy Analyst, Acting Senior Manager, Education Management Policy (Aug 2003 – Mar 2006)

- policy and regulation development, implementation planning and project management, and designing, overseeing and evaluating pilot programmes
- leading and co-ordinating inputs to inter-sectoral activities such as the United Nations Convention on the Rights of the Child work programme
- contributing to other diverse Ministry activities such as the review of the Health and Physical Education Curriculum in New Zealand, the development of the New Zealand Schooling Strategy, the Ministry of Education Statement of Intent and corporate reports.

Youth Affairs Ministry – Policy Manager & Deputy CE (May 2002 – Aug 2003)

- directing and leading all the Ministry's policy activities, related advisory, consultation and relationship management activities, and acting from time to time as the Ministry Chief Executive.
- the development of the Ministry's Statement of Intent and its underpinning intervention logic
- completing a capability assessment and a related business case for the future development of the Ministry's overall capacity and capabilities
- leading and coordinating implementation of:
 - the Youth Development Strategy Aotearoa and the New Zealand Youth Suicide Prevention Strategy
 - the United Nations Convention on the Rights of the Child work programme
 - the effective drug education initiative, as part of the Government's Action Plan on Alcohol and Illicit Drugs.

Agriculture and Forestry Ministry: Biosecurity Authority – National Policy Coordinator (Jun 2000 – May 2002)

- leading and co-ordinating inputs to a Ministerial inquiry into the \$80 million per annum National Bovine Tuberculosis Strategy, and designing and overseeing performance audits of the Animal Health Board
- chairing the MAF advisory group charged with determining statutory compensation claims arising from the varroa bee mite incursion
- leading the development of co-operative agreements such as the National Pest Plant Accord (involving 4 government departments, all regional councils, industry organisations and interest groups).

Emergency Management Ministry – Senior Policy Analyst and Project Manager (Mar 1999 – May 2000)

- policy lead on the development and introduction of the Civil Defence Emergency Management Bill to repeal and replace the Civil Defence Act 1983
- strategic design of the framework for the National Emergency Management Strategy and working with the Department of Prime Minister and Cabinet on the revision of the National Disaster Recovery Plan
- representing New Zealand on the Australian (State and Commonwealth) Disaster Mitigation Working Group and working with Emergency Management Australia and the Federal Emergency Management Agency (USA) on matters of mutual interest
- development of guidelines for local government clarifying government emergency assistance policies.

Health Ministry – Various senior technical, policy and project management roles (Sep 1995 – Feb 1999)

Ministry roles included (some simultaneous) Senior Adviser (Health Protection), Senior Policy Analyst, Deputy Chief Technical Officer (Biosecurity). Team Leader (Environmental Health), and Project Manager of the Public Health Legislation Review. These roles included:

- line responsibility for up to ten permanent staff and leadership of complex and varied technical and policy projects
- responsibility for budgets up to NZ\$4 million (excluding staff salaries) and the development and oversight of around 20 separate science service contracts
- leading policy development through to drafting instructions for a Bill to repeal and replace the Health Act 1956 and Tuberculosis Act 1948
- membership of national and international advisory committees or statutory Boards including:
 - the Australian Legislation Reform Working Group
 - the Australian (State and Commonwealth) Directors of Environmental Health Forum
 - the Plumbers Gasfitters and Drainlayers Registration Board
 - the Biosecurity Council.