



HankStar
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Policy + Project Management + Relationship Management+ Training + Contract Management

CV for Principal Consultant: Henry Dowler



Since 1995, Henry has gained an exceptional range of consulting and employment experiences in senior advisory, analytical, technical and management roles. He has worked for, or interacted regularly with, most New Zealand government departments and within the private sector. Prior to 1995, he had a 15-year career in local government and an executive position with a non-government organisation.

Henry is well known for his professional integrity, strategic and intellectual leadership, relationship management skills, extensive professional networks, and his ability to be the catalyst for success.

Henry established his first consulting company in 1997 and led that company until June 2008. He left that company in good heart and launched HankStar Consulting Limited as the next step in his fascinating professional career.

Activities Henry has led, directed or undertaken include the following.

- Challenging project management and policy roles in a wide range of sectors.
- Providing advice to government ministers, chief executives and other senior decision-makers.
- Developing regulatory policy and leading and managing the process of developing and implementing new legislation.
- Developing strategic and operational policies, and guidelines to assist effective implementation of such policies.
- Managing and overseeing public sector procurement and contracting.
- Participating as an active member of international and national advisory groups.

- Leading and managing highly qualified operational and policy teams.
- Delivering robust and innovative solutions to complex problems within short timeframes and in challenging environments.
- Conceiving and designing research projects and the overseeing the conduct and evaluation of such projects.
- Fulfilling key relationship management and strategic advisory roles, including for important inter-sectoral initiatives.
- Designing and leading highly successful public consultation and other engagement processes with diverse stakeholders.
- Establishment of two successful private consulting companies.

Henry is:

- Positive, constructive and insightful – he can see the wood for the trees.
- A decisive leader, but also inclusive and pragmatic.
- A highly effective team-player and a critical thinker.
- A skilled and articulate presenter - you won't be left wondering what he thinks!
- Determined to find sustainable solutions – his consultation, facilitation, negotiation and analytical skills are of the highest order.
- Committed to meeting deadlines – he is highly productive and invariably delivers an excellent product on time.

Projects and experiences

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| <p>Department of Building and Housing</p> <p>Consultant: Various projects and subject areas including:</p> <p>the 2009 review of the Building Act 2004</p> <p>the resource management and building control interface</p> <p>building consent authority accreditation and product certification regulation development</p> | <p>Contracted to provide additional capacity and expertise (various contracts from April 2005 – June 2010). The role includes:</p> <ul style="list-style-type: none"> • start to finish leadership of policy advice, government and public consultation activities and the development of several sets of regulations under the Building Act 2004 (the Act) • leading and supporting ongoing implementation and administration of the Act and regulations (including design and maintenance of on-line statutory registers) • drafting consultation documents, guidelines and standard operating procedures relating to different aspects of building control legislation (eg, fee-setting, government assistance for territorial and regional authorities, registration standards and criteria, and civil liability insurance cover) • preparation of project management plans, ongoing review and progress reporting • preparing strategy and policy advice for senior managers • drafting Ministerial briefing papers and correspondence • drafting Cabinet papers, and <i>Gazette</i> notices to meet legislative requirements • preparing responses to Official Information Act requests • providing peer review and quality assurance advice and support to Department senior managers, staff and |
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| <p>general policy and procurement advice, and relationship management</p> | <p>contractors</p> <ul style="list-style-type: none"> • undertaking research and analysing and reporting on the results of such research • ensuring positive and timely liaison and, as required, negotiation with service providers, government agencies and others • attending and arranging consultation events and internal and external meetings (including developing agendas and minute taking) • developing presentations and training materials and planning and running workshop and training events • providing advice and support to the Department manager responsible for receiving and investigating complaints about building consent authority performance • drafting request for proposal documents for a variety of Department projects • leading and coordinating provider selection processes • leading and contributing to drafting and negotiating service level agreements. |
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| <p>Auckland District Health Board (ADHB)</p> <p>Consultant – Project Manager: National Quality Improvement: Infection Prevention and Control Programme</p> | <p>Contracted (June 2008 – March 2010) to lead the National Quality Improvement: Infection Prevention and Control (IPC) Programme as part of a Ministry of Health/Quality Improvement Committee initiative. The IPC Programme is influenced by the World Health Organization's (WHO) World Alliance for Patient Safety Programme and the Auditor-General's 2004 review of infection control in New Zealand hospitals. Some of the key activities led and coordinated by Henry are summarised below and more information is available at www.infectioncontrol.org.nz:</p> <ul style="list-style-type: none"> • leading and managing three project teams with clinical and technical membership drawn from ADHB and other DHBs from throughout New Zealand • developing and publishing guidance and consultation documents and a range of other resources (eg, reference materials, posters, pamphlets, templates and worked examples) to be used as is, or adapted for use as appropriate, to meet individual DHB requirements • design, development and maintenance of the content of the IPC website to provide electronic access to project resources, regular updates and access to related national and international web sites • designing and leading training workshops and providing a regular newsletter and telephone 'helpline' service to DHBs • the development 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 (eg, meetings and teleconferences) • telephone and email 'helpline' and newsletter services (including maintenance of national database of DHB lead contacts, validated auditors, coordinators etc) • research and maintenance of national and international |
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| | <p>networks to collect best practice information/evidence; and the assessment and dissemination of national and international information/evidence</p> <ul style="list-style-type: none"> • engagement with Colleges, other practitioner organisations and relevant educational institutions • 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. |
| <p>New Zealand Fire Service (NZFS)</p> <p>Consultant – Project Manager and Independent Facilitator of the review of the NZFS Safety and Wellbeing Manual</p> | <p>Contracted (April 2009 – August 2009) to provide independent project management and facilitation services to the NZFS including:</p> <ul style="list-style-type: none"> • leading project planning and management and assisting with quality assurance • assisting with communications between the review project team members, a consultation reference group and other stakeholders • strategic thinking and advice to help NZFS management and the project team to produce a new, improved manual to guide NZFS safety and wellbeing activities for the foreseeable future. |
| <p>Ministry of Transport</p> <p>Consultant – Project Manager: Independent review of the National Land Transport Programme cost allocation model and charging mechanisms</p> | <p>Contracted (August 2008 – March 2009) to provide independent project management services to the government appointed review group including:</p> <ul style="list-style-type: none"> • project planning and management of project resourcing issues • communications between the independent review group and the Ministry of Transport • communications with stakeholders • regular project reporting and ensuring on-time delivery of project outputs. |
| <p>The Treasury</p> <p>Consultant – Project Manager: Waterview Connection Procurement Project</p> | <p>Contracted (February – June 2008) to lead and support work for the Finance and Transport Ministers by a team of Treasury and Ministry of Transport analysts and independent consultants (including PricewaterhouseCoopers and Deloitte). 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 the proposed NZ\$1.89 billion Waterview Connection Motorway Tunnel in Auckland.</p> <p>The project management role included</p> <ul style="list-style-type: none"> • helping the Chair to ensure good governance and process coordination across the project • maintaining a comprehensive project plan and arranging regular forums to ensure effective communication and resource allocation • engaging external stakeholders – including arranging trans-Tasman research visits by 8 team members with a range of Australian experts in 3 cities over 2 days |

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| | <ul style="list-style-type: none"> • providing intellectual leadership – including contributing to the development of an analytical framework to support evidence collection, analysis, options development and communication • identifying significant risks and issues and assisting the project team to address such matters • maintaining project records and contributing to the development of the final project report. |
| <p>ACC and Ministry of Health</p> <p>Consultant – Project Manager: Review of Primary Response in Medical Emergencies (PRIME) Training Services</p> | <p>Contracted (December 2007 – May 2008) to lead and coordinate an independent review of the training of PRIME practitioners (rural doctors and nurses). The purpose of the review is to assist ACC and the Ministry to continue to specify and contract for PRIME training that develops and maintains the skills needed by practitioners to deliver safe, effective pre-hospital emergency care in rural areas.</p> <p>The project work included:</p> <ul style="list-style-type: none"> • assessing the appropriateness of the clinical content of the current PRIME initial and refresher course • comparing PRIME with other New Zealand and international training programmes aimed at developing skills in pre-hospital emergency care • reviewing any international evidence on training interventions to improve pre-hospital emergency care in rural settings • reviewing the operation, accessibility and perceived usefulness (effectiveness) of current PRIME training by conducting surveys and/or 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. • ensuring good governance and process coordination across the project • establishing a project brief and driving regular forums to ensure effective communication and resource allocation • engaging external stakeholders • providing intellectual leadership – developing an analytical framework to support evidence collection, analysis, options development and communication • analysis and drafting project reports and recommendations. |
| <p>District Health Boards New Zealand (DHBNZ)</p> <p>Consultant – Project Manager: Inter-hospital Transfer Air Ambulance Project</p> | <p>Contracted (December 2006 – May 2008), on behalf of the 21 District Health Board (DHB) Chief Executives, to support the lead Chief Executive (Gary Smith, Auckland). The objective of the IHT-AA project was to define a cost-effective, nationally coordinated, regionally delivered inter-hospital transfer air ambulance service for New Zealand.</p> <p>The project management role included:</p> <ul style="list-style-type: none"> • establishing an approach, in liaison with DHBNZ contacts, that would ensure participants were able to provide the requisite experience and knowledge rather than representing their employing DHB |

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| | <ul style="list-style-type: none"> • managing and facilitating two workstreams to provide detailed analysis for consideration by the wider group • maintaining a link with the Air Ambulance Reference Group project as the two projects were separate but complementary • facilitating and directing the discussion through whole-of-project workshops to reach agreements on key points to enable progress to a final report • enabling participants to move constructively from a regional view to a national service perspective • drafting the project reports and recommendations; and ensuring the final (phase one and phase two) reports met the requirements of the DHB Chief Executives. |
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| <p>ACC</p> <p>Consultant – Project Manager: Accredited Employer Programme Operational Review</p> | <p>Contracted (July 2007 – May 2008) to manage the joint operational review of the Accredited Employer Programme. The review was a joint ACC, Department of Labour, Business New Zealand and New Zealand Council of Trade Unions project. It involved management and coordination of four separate workstreams, a Technical Subgroup and a joint chief executives' Steering Group.</p> <p>The project management role included:</p> <ul style="list-style-type: none"> • assisting the Technical Subgroup and Steering Group to define the project aims and scope and potential impact • engaging a wide range of stakeholders and forming project teams • providing direction, project plans and other documentation as necessary to manage the project to successful completion • identifying and addressing significant risks, issues and change management challenges • facilitating 'whole of project' workshops to integrate outputs from the four workstreams • maintaining project records and drafting of project reports and recommendations <p>The project with around 45 participants represented a diverse range of stakeholders and project interests. The final report was submitted to the Steering Group in May 2008.</p> |
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| <p>Ministry of Education</p> <p>Consultant – Project Manager: Secondary-Tertiary pathways Project</p> | <p>Contracted to lead and support work undertaken by Ministry senior managers and analysts, including by:</p> <ul style="list-style-type: none"> • ensuring good governance and process coordination across the Ministry • contributing to advice for Ministers • establishing a project brief and driving regular forums to ensure effective communication and resource allocation • engaging external stakeholders • providing intellectual leadership – developing an analytical framework to support evidence collection, analysis, options development and communication • identifying significant risks and issues and assisting the Ministry to address such matters. |
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| <p>ACC and Ministry of Health</p> <p>Consultant – Project Manager: Ministerial Review of Air Ambulance Services</p> | <p>Contracted (August 2006 – February 2008) to manage the Ministerial review and to support the independent Chair of the Air Ambulance Reference Group including by:</p> <ul style="list-style-type: none"> • defining the project aims and scope and potential impact • engaging a wide range of stakeholders and forming project teams • providing direction, project plans and other documentation as necessary to manage the project to successful completion • identifying and addressing significant risks, issues and change management challenges. <p>The Group had around 50 members and an independent Chair (ex Ombudsman, Mel Smith).</p> |
| <p>TNS New Zealand Limited</p> <p>Consultant: Education Policy Specialist – Customised Research Project</p> | <p>Contracted to support TNS New Zealand Limited to undertake quantitative and qualitative research for the Ministry of Education on early school leavers, including by:</p> <ul style="list-style-type: none"> • providing advice on project design and set-up • peer review of research instruments and reports • contributing to report writing and options development for the Ministry arising out of research findings. |
| <p>Ministry of Justice</p> <p>Consultant: Review of civil court fees regulations</p> | <p>Contracted to provide the Ministry’s Public Law Team with additional capacity and expertise (March – June 2006) for a review of civil court fees regulations including by:</p> <ul style="list-style-type: none"> • drafting reports, briefings and discussion papers as part of the Ministry’s response to the findings of the parliamentary Regulations Review Committee • liaising with Courts operations and participating in intra-departmental meetings • gathering and analysing data and information • helping the Ministry to “future-proof” by putting in place appropriate data collection systems and guidelines for Court registrars. |
| <p>Registered Master Builders Federation of New Zealand Inc.</p> <p>Consultant: Design of ‘streamlined’ arbitration process, and development of related consultation material and advice</p> | <p>Contracted to support the Federation’s in-house legal counsel by providing capacity and expertise (May – June 2006) relating to the design of a ‘streamlined’ arbitration process for the resolution of disputes between Federation members and their clients, including:</p> <ul style="list-style-type: none"> • identifying relevant background information and legislation on which to model the process • leading work on the design of the process • engaging with and involving the Federation in-house counsel and Chief Executive as appropriate • development of draft consultation material and related advice for the Board. |

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| <p>Ministry of Justice</p> <p>Consultant: Budget 2006 purchase advice</p> | <p>Contracted to provide the Ministry's Sector Outcomes Team with additional capacity and expertise during a period of intense activity (November – December 2005). The role included:</p> <ul style="list-style-type: none"> • completing detailed assessments of the merits of more than 20 Budget 2006 bids from sector agencies including Police, Corrections, Human Rights Commission, Legal Services Agency, and the Electoral Commission • liaising with agencies about the bid assessments • contributing to the maintenance of spreadsheets and other electronic records • drafting papers and other work as required for Ministers, senior management and the Ministry's Budget Inputs Steering Committee. |
| <p>Ministry of Education</p> <p>Senior Policy Analyst and Acting Senior Manager: Education Management Policy</p> | <p>Permanent leadership role in the Ministry's Education Management Policy Division of the Education Improvement and Support Group (August 2003 – March 2006). The role included:</p> <ul style="list-style-type: none"> • regulation development, policy review and implementation planning – for example, leading development of and consultation on the Education (Hostels) Regulations 2005 and related guidelines • coordination and management of governance arrangements, and contract and project management responsibilities for new initiatives – such as the <i>Student Engagement Initiative</i> (a work programme involving 10 separate work streams with expenditure of around \$2 million annually) • designing pilot programmes like <i>Better Information to Reduce Barriers to Learning</i> and contributing to the longer term oversight and evaluation of the programmes • participating as a member of advisory groups, such as for the Victoria University youth development research project • leading and co-ordinating inputs to inter-sectoral activities such as education-related elements of the 2003 <i>Care and Protection Blueprint</i> and the <i>United Nations Convention on the Rights of the Child</i> work programme • preparing Ministry submissions on major legislative and policy proposals developed by other departments • co-ordinating the development and quality assurance of Budget bids from across the Group • contributing to and commenting on other diverse Ministry activities such as the review of the <i>Health and Physical Education Curriculum in New Zealand</i>, the development of the <i>New Zealand Schooling Strategy</i>, the <i>Ministry of Education Statement of Intent</i> and corporate reports • supervising and directing other staff undertaking policy and operational policy projects. |

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| <p>Ministry of Youth Affairs</p> <p>Policy Manager</p> | <p>Permanent leadership role (May 2002 – August 2003) that included:</p> <ul style="list-style-type: none"> • directing and leading all the Ministry’s policy activities and related advisory, consultation and relationship management activities • acting from time to time as the Ministry Chief Executive. <p>Responsibilities at high levels across government and in interactions with non-government organisations. The role also involved:</p> <ul style="list-style-type: none"> • meeting regularly with a range of Ministers and participating as a member of many government senior officials’ groups • 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: <ul style="list-style-type: none"> – implementation of the <i>Youth Development Strategy Aotearoa</i> and the <i>New Zealand Youth Suicide Prevention Strategy</i> – completion of the Government’s <i>United Nations Convention on the Rights of the Child</i> work programme – the effective drug education initiative, as part of the Government’s <i>Action Plan on Alcohol and Illicit Drugs</i>. |
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| <p>Ministry of Agriculture and Forestry (MAF)</p> <p>National Advisor: Policy Coordination</p> | <p>Permanent role with the Ministry’s Biosecurity Authority (June 2000 – May 2002) that included:</p> <ul style="list-style-type: none"> • leading and co-ordinating inputs to a Ministerial inquiry into the \$80 million per annum <i>National Bovine Tuberculosis Strategy</i> – a critical undertaking to manage trade risks and protect the multi-billion dollar meat, game and dairy industries • chairing the MAF advisory group charged with determining 50+ statutory compensation claims (totalling around \$2 million) arising from the varroa bee mite incursion • leading the development of and securing agreement to co-operative agreements such as the <i>National Pest Plant Accord</i> (involving 4 government departments, all regional councils, industry organisations and interest groups) • development and presentation of strategic policy papers for Ministers and ministerial advisory forums such as the Biosecurity Council • development of joint (MAF, Conservation, Fisheries and Health) policy statements and operational agreements • designing and overseeing performance audits of statutory agencies such as the Animal Health Board. |
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| <p>Ministry for Emergency Management</p> <p>Senior Policy Analyst</p> <p>Project Manager</p> | <p>A permanent role (March 1999 – May 2000) that included responsibility for:</p> <ul style="list-style-type: none"> • development and introduction of the <i>Civil Defence Emergency Management Bill</i> to repeal and replace the Civil Defence Act 1983 • strategic design and initial development of the framework for the <i>National Emergency Management Strategy</i> • representing New Zealand on the Australian (State and Commonwealth) Disaster Mitigation Working Group • leading and overseeing cross-Ministry project teams • quickly gaining the confidence and support of the new Minister following the 1999 change of government • development of guidelines for local government clarifying government emergency assistance policies • working with the Department of Prime Minister and Cabinet on the revision of the <i>National Disaster Recovery Plan</i> • working with Emergency Management Australia and the Federal Emergency Management Agency (USA) on matters of mutual interest. |
| <p>Ministry of Health</p> <p>Deputy Chief Technical Officer: Biosecurity</p> <p>Senior Policy Analyst</p> <p>Project Manager: Public Health Legislation Review</p> <p>Senior Adviser: Health Protection</p> <p>Team Leader: Environmental Health</p> | <p>A series of permanent leadership roles (September 1995 – February 1999) that included:</p> <ul style="list-style-type: none"> • line responsibility for up to ten permanent staff • leading complex and varied technical and policy teams • responsibility for budgets up to NZ\$4 million (excluding staff salaries) relating to 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 <p>Also serving as a member of technical advisory or statutory committees including:</p> <ul style="list-style-type: none"> • the Australian Legislation Reform Working Group • the Australian (State and Commonwealth) Directors of Environmental Health Forum • as the Director General of Health's representative on the Plumbers Gasfitters and Drainlayers Registration Board. |

Summary of local government roles and related activities (1981 - 1995)

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| Invercargill City Council Senior Environmental Health Officer | Time spent with the Council (August 1990 - September 1995) completed the 15-year chapter of a very full and rewarding career in local government. As summarised in the Appendix below, roles and responsibilities spanned a very wide range of local authority activities. |
| New Zealand Institute of Environmental Health Incorporated Executive Director | During the time as the Institute Executive Director (September 1993 – September 2005), led the strategic review of what was then an ailing professional association. Personal commitment and inspirational contributions set the Institute back on a pathway to success. |
| Queenstown Lakes District Council District Environmental Health Officer | Permanent role (1987 -1990) |
| Southland County Council County Environmental Health Officer | Permanent role (1981 - 1987) |

Henry was appointed as a statutory officer, or line manager of such officers, under statutes related to environmental management. The statutes included the following.

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

The following table provides a few examples of environmental management activities undertaken during a 15-year career with three different local authorities.

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| General | Enforcement of statutes, regulations and other regulatory instruments. Drafting and service of statutory notices, preparation for legal proceedings and giving of evidence in the Courts. Review, development and drafting of bylaws. Preparation of submissions and advice on proposals to review statutes and other regulatory instruments. Lead or participated in inter-agency groups as required. |
| Air Quality | Planning and zoning, surveillance and enforcement (eg, of emission standards). Served as a member of regional council advisory group developing regional policy statements and regional air plan. Also a member of the Comalco (Tiwai Point) aluminium smelter Technical Advisory Group which dealt with issues such as discharges to air, land and water, and waste management. |
| Built Environment | Contributing to building and related resource consent approvals and inspection of new and existing structures. Compliance checks for components (eg, water supply, wastewater, stormwater, other reticulated services and heating and ventilation systems) of residential and large-scale commercial and industrial premises. Examples being the third potline expansion at the Tiwai Point aluminium smelter, Queenstown hospital and multi-story hotels. |
| Communicable Disease | Investigation and reporting on cases of notifiable infectious disease. Conducting surveys and environmental sampling to ascertain sources of infection and taking action or providing advice to eliminate sources and to prevent the spread of disease. |
| Civil Defence and Emergency Management | Planning for the mitigation of, response to, and recovery from the effects of natural and other hazards. Various headquarters (eg, intelligence) and practical field roles. Participation in responses to a number of declared local and regional emergencies. Contributed to the drafting, review and approval of statutory emergency management plans. |
| Engineering Services and Waste Management | Provision of advice on design and construction of water, wastewater, stormwater and land-based waste management systems. Both on-site and large-scale reticulated systems. Acted as appeal authority as 'Engineer' under the Drainage and Plumbing Regulations 1978. Prepared subdivision (engineering) service standards for Queenstown and supervised the installation of services in new residential, commercial and industrial land developments. |
| Environmental Noise | Measurement and assessment of environmental noise for enforcement and resource management purposes. Active enforcement and advice, particularly in relation to emissions from commercial and industrial premises. Also oversaw the design and completion of a section 32 (Resource Management Act 1991) analysis in relation to community noise as the basis for the development of district plan provisions. |

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| <p><i>Hazardous Substances and Pollution Control</i></p> | <p>Member of hazardous substances technical liaison committee. Leading responses to spills and incidents and preparation of related reports. Overseeing approvals of new dangerous goods installations, compliance checks for existing facilities and contributed to reports on related resource consent applications. Development of advisory material on collection, treatment and disposal of hazardous substances. Environmental audits of contaminated sites and risk assessments for sites where activities indicate contamination potential.</p> |
| <p><i>Offensive or Noxious Trades</i></p> | <p>Licensing and oversight of the conduct of offensive and noxious trades. Environmental and process audits. Provision of technical advice to operators and/or liaison with other specialist advisors as appropriate.</p> |
| <p><i>Resource Management</i></p> | <p>Participation at both regional and district level as a member of advisory groups contributing to the development of resource management policies, plans and rules. Review of, and reporting on, aspects of resource consent applications. Provision of specialist advice and contribution to reports on potential environmental effects. Appearance at pre-hearing consultations and hearings to assist or give evidence as required. Compliance checks and enforcement.</p> |