

# Robert Garry Law (Garry)

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## Education

- **Canterbury University**      **Bachelor of Engineering (Civil)**
  - **Stanford University**      **Stanford Executive Programme**
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## Strengths / Roles

**Contracts** Procurement expertise – alignment of contract forms to projects, professional services, capital and operations / maintenance contracts

**Urban Water / Wastewater** Technical, project management, strategic, management

**Dams** Technical, construction, management

**Water Resources** Technical, policy, general management, policy advocacy

**Urban Solid Wastes** (Recycling / composting and landfills) Strategic, managerial, consulting advice

**Organisational Change** Organisational leadership, commercialisation / corporatisation consulting advice

**Climate Change** Attendee at two Conferences of the Parties of the UN Framework Convention on Climate Change as an environmental organisations representative as part of the NZ Government delegation. Policy advocacy

**Museums** Governance, funding, project initiation, consulting advice

**Historic Heritage** Technical (archaeology) and governance.

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## Current Job Title

- **Principal, Law Associates Ltd Consultants**      [www.lawas.co.nz](http://www.lawas.co.nz)
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## Professional Experience

### 1997-: PRINCIPAL, LAW ASSOCIATES LTD.

Operation of a consultancy with public and private sector clients providing services in project management, water and wastewater engineering, strategic advice, planning consents, sports stadium development, heritage management.

Capability statements for Law Associates can be found on the web site [www.lawas.co.nz](http://www.lawas.co.nz)

#### *Key Achievements:*

- Tender documentation and letting six professional services contracts for Rodney District Council (with others), three operations / maintenance contracts (with others).
- Tender documentation and letting of a water and sewerage reticulation managing contract, Pimpama Coomera package D, for Gold Coast City (with others).
- Documenting and running an EOI process for Metrowater (an Auckland City owned company) for their Network Services contract renewal.
- Establishing panel of consultants and panel of contractors for Metrowater.

- Review of KPI measures for statewide water performance indicator project for Queensland NRM & W (with others).
- Contract document preparation for Pimpama Coomera package A alliance contract for Gold Coast City Council.
- Defining deliverables for Merrimac stage 5 Alliance Contract for Gold Coast City Council.
- KPI definition for a performance based water operations maintenance and capital project management contract for ACTEW-AGL (Canberra).
- Review of operations and maintenance contracting out for Colliban Water (with others).
- Input of water resources and management content of review of the rural part of the Franklin District Council district plan (with others).
- Advice on the management structure of North Shore City Council Water Services and subsequent change implementation (with others).
- Review of the management effectiveness of Christchurch Wastewater Treatment Plant (with others).
- Contractual advice in setting up relationship contracts for water /wastewater system maintenance and operations, North Shore City Council.
- Review of the Archaeology of the Bay of Plenty for the Department of Conservation – published - <http://www.doc.govt.nz/upload/documents/science-and-technical/sap246.pdf>
- Strategic Advice – commercial refuse recycling and composting operation, Auckland.

### **1995 -1997: MANAGER BRISBANE WATER, BRISBANE CITY COUNCIL**

Responsible for managing a business unit with staff numbers of 1050, income of A\$158m and a capital programme of A\$60m per annum

#### *Key Achievements:*

- Undertook a thorough review of work operations from a work unit level working against external benchmarks with a resulting 14% reduction in the work force, without major outsourcing or retrenchments.
- Rationalisation of assets needed for the business – reviewing need for retention, redundancy in multiple assets.
- Achieved the establishment of the business as a business unit with its own advisory Board, balance sheet, establishment charter and statement of corporate intent agreed with Council.
- Proposed the corporatisation and financial restructuring of South East Queensland Water Board – which subsequently happened clarifying the ownership and yielding \$90 M to the Council.

### **1994-1995: PRINCIPAL, LAW ASSOCIATES LTD.**

Operation of a consultancy with public and private sector clients providing services in project management, water and wastewater engineering, strategic advice, resource management consents, sports stadium development.

*Key Achievements:*

- Project management and subsidiary projects engineering for development of Mt Smart Sports Stadium as Rugby League Ground.
- Advice to Huakina Trust and Waitakere City Council on need for an emergency water supply in response to a drought resulting in the \$70 M project being held until critical point reached, by which time the drought had broken and the project avoided.
- Achieving resource consents for an irrigation water abstraction involving hydrological modelling and resource consent application reports.

**1991-1994: CHIEF EXECUTIVE, WATERCARE SERVICES LTD.**

This company was owned by the Auckland Regional Services Trust. Its Board, a mixture of business people and politicians is responsible to the Trust for the business-like delivery of bulk water and wastewater services to the people of Auckland.

*Key Achievements:*

- Corporatisation of this unit as a Local Authority Trading Enterprise owned by the Regional Services Trust.
- Rationalisation of catchment land, headworks, laboratory and water treatment assets around needs of the business.
- Lead process of optimisation for ODRC valuation of the assets.
- Undertook a grass roots examination of cost drivers in the business and took action to eliminate those that did not add value. This was undertaken by joint management / staff teams established in all of the business areas.

**1986-1991: GENERAL MANAGER OPERATIONS, AUCKLAND REGIONAL COUNCIL**

This position reported to the Chief Executive and was the second most senior office of Council. Responsibilities included bulk water supply, bulk sewage, drainage and treatment, refuse disposal, regional parks and regional roads.

*Key Achievements:*

- Reformed a structure of departments which had existed as the sections which joined the Council when it was formed 20 years earlier. Water and sewerage functions were joined into one operation at this time.
- Undertook major studies of the future supply of water to the region and the options for the disposal of sewerage effluent.
- Took a major leadership role in the work which went to the formation of businesses out of Council functions, including formation of a refuse business (advisor to establishment committee) and a forestry business (member of establishment committee, foundation company secretary).
- Client repetitive and engineer to the contract for the new ARC headquarters building (\$70m).

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## **Earlier Experience - In Brief**

**1985-1986: Chief Engineer and Manager Water, Auckland Regional Council.**

**1982–1983: Resident Engineer of Mt Smart grandstand construction.**

**1979-82: Civil operations and maintenance engineer. Auckland international Airport.**

**Before 1985 – engineering roles in water design, dam construction and foundation engineering in New Zealand and the UK.**

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## Papers to Conferences

Delivered papers to numerous conferences on aspects of technology and management.

- **Using Measurements of Contractor Performance to make Informed Decisions Regarding Services.** 6th Annual Strategic Facilities Management Conference, Auckland, 2009.
  - **International Progress on Kyoto.** Engineers for Social Responsibility – Sustainable Energy Forum, Responding to Oil Depletion and Climate Change Conference. Auckland 2008.
  - **Pimpama Coomera Waterfuture Master Plan Implementation.** Auckland 2007 (with others)
  - **Alliancing and other acquisition strategies in the water industry.** Auckland, 2007
  - **Contracting out services with long lived assets.** Local Government Asset Management Conference, Auckland 2005.
  - **Careers for Leadership.** IPENZ Conference Auckland, 2005.
  - + **earlier papers**, see <http://www.lawas.co.nz/PAPERS/biblio.htm>
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## Recent Courses

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| • Gateway Project Review training                                      | 2008 |
| • Building Act 2004, BRANZ   | 2005 |
| • CCMAU Director training course                                       | 2002 |
| • Web Development, Auckland University                                 | 2001 |
| • Risk Assessment in Water, Australian National Short Course, Adelaide | 1999 |
| • Microfiltration, NZ Water and Wastes Association                     | 1998 |
| • Waste Composting Course, NZ Water and Wastes Association             | 1998 |
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## Pro-Bono Roles

**Auckland Museum Council** – Vice President and chair of development and employment committees – Governance and funding reform, new CEO appointment, commencement of redevelopment project with enhanced local body and new Government support.

**Environmental Defence Society Board** - Director – Climate change advocacy including attendance at two UN conferences of the parties on the UNFCCC as part of the NZ Government team representing environmental groups – Water advocacy on Rotorua Lakes and general water pollution and management issues.

**New Zealand Archaeological Association** – President and other roles – Convener National site recording scheme upgrade project, Convener site recording scheme digitisation and on-line access project (both Government funded). Webmaster.

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## Study Trips

1999: To the South-west of the USA looking at management and interpretation of archaeological sites with high public visitation.

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1993: Wasser Berlin Conference (Water), IFAT Trade Fair (Wastewater), Munich, Wastewater treatment plant site visits, U.K., Thames Water, Anglian Water, Northwest Water.

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## Citizenship

New Zealand / Australian / British (Joint)

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## Memberships

- *Institute of Professional Engineers, New Zealand;* Fellow
- *Environmental Defence Society;* Director
- *Auckland Museum;* Vice President (Past)
- *Brisbane City Enterprises Ltd;* Board (Past)
- *Water Services Association of Australia;* Council (Past)
- *Water for Survival;* Trustee (Past)
- *N. Z. Society for Large Dams;* Council (Past)
- *N. Z. Archaeological Association;* President (Past)
- *N. Z. Historic Places Trust;* Auckland Regional Committee (Past)
- *New Zealand Water and Wastes Association;* Member