

Tony Baldwin

LL.B B.Com

Updated as at 16 February 2010

Core competencies

- Governance
- Strategy
- Leadership
- Problem-solving
- Communication



Tony Baldwin
June 2006

Key skills

Drawing on a rich blend of law, policy and business experience to help solve hard problems in a wide range of fields, Tony's key skills include:

- Sharp analytical skills and intellectual rigour
- Commitment to delivering highest quality work
- Innovation and multidisciplinary approach to problem-solving
- Leadership and energy
- Personal probity and integrity
- Clear written and oral expression
- Chairmanship

Contact details

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Personal details

- 49yrs (born 25.9.60)
- Residence: Nelson and Wellington
- NZ citizen

Academic qualifications and prizes

- Bachelors degree in law (Otago University), 1983
- Bachelors degree in commerce, majoring in accounting (Otago University), 1983
- Butterworth Prize for 1st in Jurisprudence, 1982
- French language immersion course, Paris 1990
- Completed a director training programme run by Massey University Business School and the Crown Company Monitoring Unit (Treasury), June 2007

Professional experience

2000 – *present* Consultant

Advising, or providing project management services for, private corporates and certain public bodies on regulatory, public law, governance, and strategy issues in a range of fields, including defence, telecommunications, electricity, dairy, and securities law.

Particular projects include:

- Consultancy services to various electricity market participants **(2008 – present)** – on market design, security of supply, industry governance, and other strategic issues
- Project leader/Special adviser, Ministry of Defence **(Sept 2007 – Feb 2010)**:

Tony was engaged by the Secretary of Defence in September 2008 to assist the Government in resolving a set of major contract issues relating to seven new naval ships provided by BAE Systems to the NZ Navy. A complex mediation between the parties under Hon Robert Fisher, retired High Court Judge, was successfully completed in February 2010.

- Chairperson, New Zealand United World College Trust **(2007 – present)**:

This is a charitable trust formed to establish in New Zealand a United World College (UWC). There are currently 12 UWCs around the world (visit www.uwc.org and www.uwc.org.nz for more information). The New Zealand UWC is expected to cost \$75m to establish, and \$7m pa to operate

- Project leader, Review of NZ Defence Forces Satellite Proposal **(2007)**:

Tony was engaged by the Government to review and help develop a proposal by NZ Defence Forces to acquire satellite communication services at a reported cost of more than \$100m

- Project leader and Chairperson, TCF Local Loop Unbundling Working Parties **(2006 – 2008)**:

Established under the Telecommunications Carriers' Forum with representatives from most telecommunications and internet providers in New Zealand, this group is tasked with developing technical and operational rules for implementing unbundled access to the local copper wire network, and access to 'naked' unbundled bitstream services (visit www.tcf.org.nz for more information)

- Facilitator and adviser to Transpower **(2008)** – Strategic planning for Grid Investment Group

- Facilitator for Transpower **(2008)** – 2040 industry consultations

- Facilitator and adviser to Transpower **(2007)** – industry workshops on upgrading Waitaki to Christchurch, the HVDC Pole 1, and North of Auckland

- Facilitator and adviser to Transpower **(2006-07)** – reviewing grid investment process

- Chairperson, Electricity Hedge Market Development Group **(2004 – 2006)**:

This group of senior industry executives and consumer representatives was established by the Electricity Commission tasked with developing a package of measures to improve the market for managing electricity price risk

- Adviser to the Law Commission in its review of the life insurance regulatory regime **(2005)**:

Tony assisted the Law Commission in relation to policy framework issues, economic cost-benefit analysis, and reform recommendations, particularly in relation to securities market elements

- Adviser to electricity industry parties in relation to security of supply and legal framework issues **(2005-07)**

- Chairperson, Electricity Retail Contract Project **(2003-04)**:

This group of industry executives and consumer representatives was established by the electricity industry, tasked with developing a set of model electricity retail contracts (before the formation of the Electricity Commission)

- Adviser to dairy industry parties in relation to Fonterra's corporate strategy, capital structure, and organisational form **(2001-present)**

In early 2007, Tony was invited to make a presentation on co-operatives to the Global Corporate Governance Forum in London. In **September 2007**, Tony was invited to address the 8th International Conference on Corporate Governance in London

1999

Leader

Producer Board Project Team

Tony successfully led a multidisciplinary project team assisting the Government in deregulating and reorganising the Dairy, Apple + Pear, Kiwifruit, Meat, Wool, Game, Pork and Raspberry Boards. The project team comprised a mix of lawyers, economists, foreign affairs specialists, policy advisers, and managers drawn from the public and private sectors

1991-98

Advisory Group member

Department of the Prime Minister + Cabinet

This was a non-political interdisciplinary group responsible for:

- Providing independent policy advice to the Prime Minister of the day on a variety of strategic issues
- Co-ordinating advice across government departments, and
- Working with private sector and interested organisations on policy issues relevant to the policy programme of the Prime Minister and Cabinet

Tony's responsibilities included:

- ECNZ Re-structuring (**1995-96 and 1997-98**): Tony successfully led the Government's team of officials, advisers and consultants responsible for negotiating the restructuring of ECNZ into:
 - Two companies – ECNZ and Contact Energy (1995-96)
 - Three competing SOEs – Meridian, Mighty River Power, and Genesis – and preparing the Electricity Industry Reform Act 1998 to implement the Government's decisions (1997/98). Contact Energy was privatised in early 1999 for NZ\$2.3 billion following this restructuring
- Chairperson, Officials Committee on Energy Policy (**1991-98**): This was a group of officials from Treasury, Commerce (now MED), Environment and the State Services Commission which advised the Government on ECNZ pricing issues, Comalco contracts review, separation of Transpower from ECNZ, transmission pricing, wholesale market formation from 1996, and other industry reforms
- Chairperson, Cabinet Committee Officials on micro-economic and regulatory policy (**1997-98**): This was a senior officials group responsible for peer reviewing all papers before their submission to the Cabinet Committee responsible for economic growth and innovation. Also worked with the Prime Minister's 'Enterprise Council'

- Company and securities law reforms (**1991-98**): Advised on changes to companies legislation, new securities disclosure regime, review of Commerce Act and insolvency law reform
- Resource and Treaty issues: Advised on Ngai Tahu settlement negotiations and various RMA issues

1990-91

Commercial lawyer
Thomson-CSF (France)

Thomson-CSF was a large electronics multi-national with 125,000 employees dealing in a range of electronic products covering civilian and military applications. Tony's role included:

- Sales negotiations with buyers in the USA, India, Britain and Germany
- Contract drafting
- Preparing bids and offers under international requests for tenders in variety of countries

1989

Intern
Office of Senator Carl Levin (US Senate)

- Research assistant on US defence budget and policy
- Observer of law and policy processes

1984-89

Corporate and commercial lawyer
Chapman Tripp

- Co-ordinated various share floats, including the first prospectus to be registered in Australia and NZ
- Helped plan and execute various mergers and acquisitions for public and private companies
- Advised on a range of accounting and auditing requirements in relation to reporting by public and private companies
- Advised on a variety of corporate governance problems, including sensitive director liability issues for public and private companies
- Managed debenture trust deeds relating to two of the largest public companies in New Zealand

General referees

- Simon Murdoch
Recently retired Chief Executive
Ministry of Foreign Affairs and Trade
- John McKinnon
Secretary of Defence
Ministry of Defence
- Richard Clarke QC
Commercial Barrister
Wellington
- David Hunt
Former CEO, Contact Energy
Now Director, Concept Consulting
Wellington