

Allen + Clarke

SUPPORTING THE ROYAL COMMISSION OF INQUIRY

*Lessons Learned from Aotearoa New
Zealand's Response to COVID-19*

DECEMBER 2022



WE UNDERSTAND THE CHALLENGES ALL INQUIRIES FACE

Allen + Clarke is a New Zealand owned consultancy that has been supporting local and central government in Aotearoa for over 20 years.

THE CHALLENGES

Approach

A carefully designed programme enables the inquiry to deliver its report on time, ensures all elements of the ToR are properly investigated, and that engagements are tailored for participants.

Meaning

Often evidence gathering squeezes out time for analysis and deliberations. Balancing the desire to gather more evidence against the time available is a common challenge.

Audience

Inquiries are intended to strengthen systems and provide accountability and confidence. They are commissioned by the Crown but should be written for the public.

Durable

Recommendations should be enduring, unambiguous, and able to withstand organisational or political change. Few and clear recommendations can be powerful at creating change.



With over 100 consultants, the Allen + Clarke team has the breadth of skills and experience required for end-to-end inquiry support.

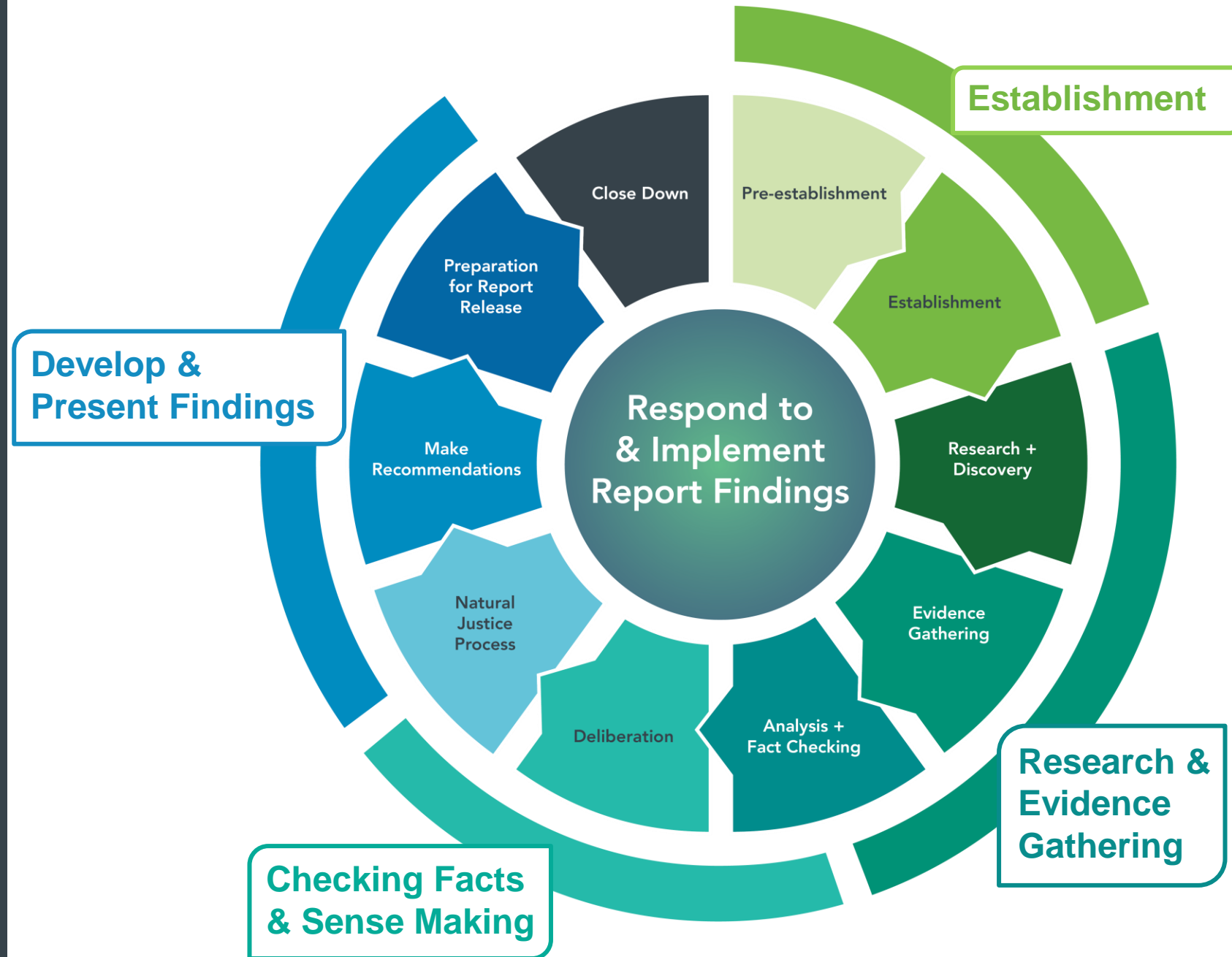
NINE YEARS' EXPERIENCE SUPPORTING REVIEWS AND INQUIRIES

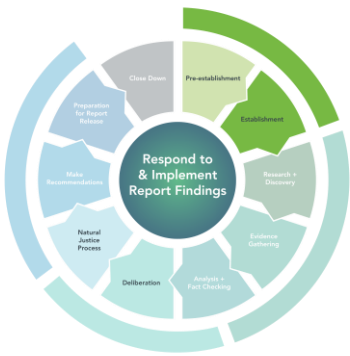
Our people have built expertise supporting reviews and inquiries over almost a decade. Our roles have ranged from setting up the inquiry and designing the evidence gathering approach, to supporting deliberations and drafting the inquiry report.



EXPERIENCE AND CAPACITY TO SUPPORT ALL INQUIRY PHASES

With over 100 consultants, Allen + Clarke can provide end-to-end support across all ten inquiry phases.





Establishment

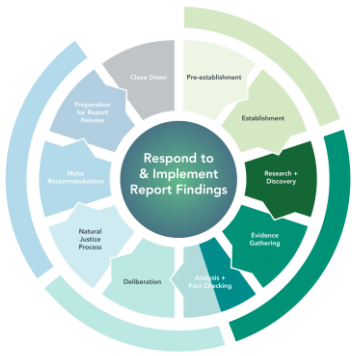
Every Inquiry is unique. Our people can provide strategic leadership to support the design and implementation of the Inquiry work programme tailored to the panel and Terms of Reference. We can also provide practical assistance for the recruitment of the secretariat and the establishment of systems, processes and approaches.

Advise & Design

- Provide guidance for panel members and secretariat that support cohesive ways of working
- Facilitate sessions to articulate the values and principles that will guide the Inquiry
- Co-design the Inquiry's strategic approach to deliver on the Terms of Reference
- Ensure obligations of Te Tiriti o Waitangi are met by the Inquiry
- Translate the strategy into a work programme (e.g., workstreams, milestones, deliverables, and responsible owners)
- Create procedures and operational guidance for the Inquiry
- Design the business continuity plan and set up registers e.g., risks, interests, and decisions
- Develop good governance processes to meet expectations and enable accountability and transparency
- Support the panel and secretariat to engage Te Ao Māori advisors.

Setup & Establish

- Create job descriptions and specific deeds of confidentiality
- Support recruitment for secretariat and their on-boarding
- Procure ITC, equipment, office space and supplies
- Determine appropriate information management frameworks and software requirements
- Work with designers and developers to create the logo, website and communication channels
- Create a detailed budget with associated tracking and reporting tools
- Develop the Report concept, and style guides for writing, image, and info-metrics
- Establish databases as needed by the Inquiry (e.g. contacts, participants, information requests).
- Support information security assessments and establish procedures for managing confidential material.



Research and Evidence Gathering

A carefully designed programme enables the Inquiry to deliver its report on time, ensures all elements are properly investigated, and engagements are tailored for participants. The Allen + Clarke team can support the timely completion of this multifaceted phase.

Strategic

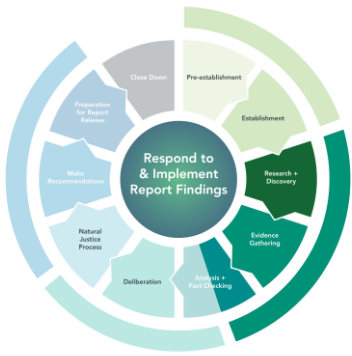
- Strategic advice for the design of complex research and investigation programmes
- Establish and lead specific workstreams
- Design and implement analytical frameworks to gather evidence, identify relevant evidence, assess information, and assign weighting to specific information or sources
- Provide advice on engagement with officials and eliciting targeted comprehensive information
- Develop the stakeholder engagement plan that uses suitable channels and includes all relevant parties (e.g., public submissions, focus groups, rangatira ki te rangatira and kanohi ki te kanohi interviews).

Personnel

We have 100+ consultants with diverse experiences and expertise. This means we can provide additional capacity in peak times or support specific phases of work.

We can provide:

- Experienced practitioners at all levels to lead or support in-house research and investigation teams
- Discrete, commissioned research, background papers, international jurisdiction scans or other projects for research work programmes
- Coordinating the requests, receipt and tagging of evidence
- Literature reviews, ranging from high level scans through to systematic reviews of evidence
- Support for public consultation and stakeholder engagement.



Submissions

We apply bespoke, well-tested methodologies to large, sensitive, and complex analyses of submissions. This ensures feedback and data are captured and analysed, giving you accurate information to inform the Inquiry deliberations, findings and recommendations and reports..

Consultation Design

We provide support at all stages of the development and design of consultation processes and documents.

Submission Coding

We use specialised software such as NVivo to code submissions and comments against agreed thematic or technical (clause by clause) tags.

Use of A.I.

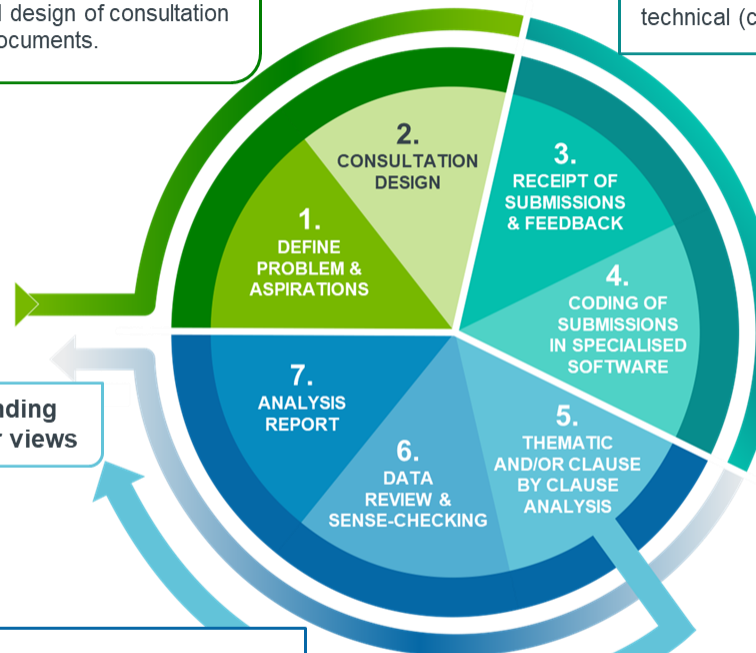
Partnering with Dragonfly Data Science, we harness the power of machine learning to code large volumes of submissions at pace.

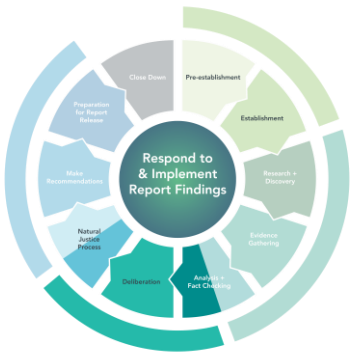
Analysis

We conduct comprehensive analysis and ensure it is representative of thematic content, the views of different (and priority) stakeholder groups and specific suggestions/ recommendations from submitters.

Interim Thematic Report
(tight timeframe)

Understanding
stakeholder views





Checking Facts & Sense Making

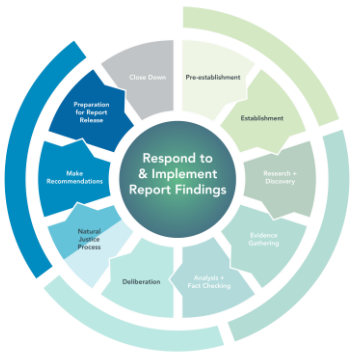
Often evidence gathering squeezes the time available for fact checking, analysis and deliberations. Balancing further investigations against the time available is a common challenge. With our extensive experience, the Allen + Clarke team are experts in helping inquiries make sense of the evidence and ensuring commentary complies with the principles of natural justice.

Develop & Analyse

- Develop evidence-based background and options papers
- Complete rapid reviews
- Analyse submissions from public consultations and stakeholder engagements to inform deliberations, support report drafting, and provide confidence to stakeholders that their views have been heard.

Activities

- Establish coding framework to support submissions analysis
- Utilise software or work with AI specialists to analyse large volumes of material with confidence
- Invite international experts to provide independent consideration of evidence or draft findings
- Prepare draft material for factual review.



Develop & Present Findings

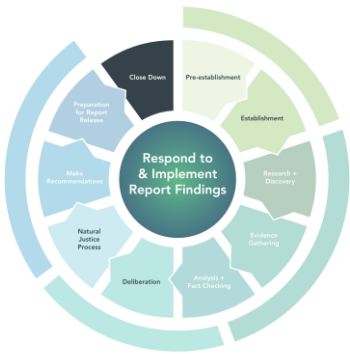
Recommendations should be enduring and able to withstand organisational or political change. Often a few recommendations are more powerful at creating change than many. Allen + Clarke has experienced practitioners in facilitating and contributing to sense-making of substantial and diverse sources of evidence and the development of meaningful findings and recommendations.

Lead & Support

- Provide independent facilitation to make sense of evidence and enable the panel to reflect
- Facilitate sessions to determine findings and craft recommendations
- Lead report drafting
- Draft report sections to support a lead author
- Procure and lead report production services and prepare reports for publication (translations, online content).

Activities

- Invite international experts to provide independent consideration of draft findings
- Prepare draft material for natural justice review and present responses to the Inquiry for adjudication
- Project management of the drafting of reports (with multiple authors responsible for specific sections)
- Support the provision of the report to the Governor-General and Parliament
- Publish and disseminate the report.



Close Down

Inquiries are established with the end firmly in sight. The Inquiries Act sets out decisions that are required before the report is delivered, such as the availability of evidence. Allen + Clarke can provide a range of services to support the closure of an inquiry – we know the legal and other pitfalls that can occur if this stage is not done well.

Prepare & Manage

- Prepare closedown matrix of activities to ensure tasks are assigned and completed efficiently
- Provide logistics to disestablish the Inquiry office
- Prepare for, and disseminate, any suppression orders to protect anonymity or confidential information
- Manage records and redact material that will be made public (if subject to orders)
- Prepare records access decision memorandum for Archives New Zealand
- Lead a 'lessons learned' session for the whole team to support future inquiries.

Activities

- Financial accruals and final reporting
- Ensure all information is saved appropriately and documents are digitised
- Destroy hard copy documents from all locations according to the Public Records Act
- Ensure team members return all equipment
- Transfer webpage ownership
- Finalise registers (e.g., gift and ICT)
- Cancel contracts with suppliers
- Prepare material for Official Information Act responses
- Prepare performance assessment and provide feedback for relevant team members
- Prepare thank you letters for Inquiry participants.

RESULTS YOU CAN RELY ON

We consistently apply our expertise to complex projects, priding ourselves on our relationships, quality and delivery.



Royal Commission of Inquiry into the Attack on Christchurch Masjidain

Allen + Clarke provided in-house support for the establishment and ongoing advice to the Executive Director of the Inquiry. We put the necessary tools and resources in place for the Inquiry to begin, including: office space and equipment procurement, recruitment and on-boarding services, design and establishment of policies, development of processes and systems, and financial reporting. As the Commission finalised its report, we assisted with the report production and closedown activities.



Government Inquiry into Mental Health and Addiction

Allen + Clarke was galvanised into a support and leadership role within two weeks of the Inquiry launch in 2018. Our team fulfilled a wide range of essential functions for the Inquiry, including: co-lead of the Secretariat, strategic policy advice, research, design and facilitation of community engagement online and across 26 locations, and analysis of over 5,000 submissions. Crucially, we carried out these functions by maintaining a close working relationship with the Inquiry panel and remaining flexible and responsive in our overall approach.



Abortion Legislation Submissions Analysis

The Abortion Legislation Committee received 20,681 unique submissions and 5,037 form submissions. *Allen + Clarke* designed the coding framework and worked alongside Dragonfly Data Science to design and deploy an online portal which used machine learning to sort and query submissions at pace.

From this, specific reports by theme, clause and submitter were drawn and used to inform a comprehensive Summary of Submissions report.

Having supported the successful delivery of other inquiries such as the Government Inquiry into Mental Health and Addiction, our team of more than 100 consultants, can provide the end-to-end inquiry support you are seeking.



KELLEY REEVE

Practice Lead

As Executive Director of four Government inquiries since 2013, Kelley has extensive experience supporting panel members, team recruitment, resource and financial management, programme development and implementation, and report publication.

Kelley's way of working is guided by her commitment to high-quality, lasting outcomes.



MATT ALLEN

Managing Partner (NZ)

As Programme Manager for the 2018 Government Inquiry into Mental Health and Addiction, Matt was responsible for leading a team to engage with stakeholders, analyse information, develop findings, and draft the final report and supporting technical documents.

Matt's responsive working style made him an adaptable leader and trusted advisor to the panel.



JENNIFER LOCKE

Secretariat Lead

Having been involved in five inquiries to date, Jen has extensive experience providing advice on programme scheduling, engagement and task management, progress tracking and many other critical secretariat inquiry roles.

Jen's strong organisational skills ensure panel members are supported and key milestones are met.



JASON CARPENTER

Policy & Consultation Lead

Jason led the 2018 public consultation process for the Government Inquiry into Mental Health and Addiction. He shaped the approach to gathering and analysing over 5,000 submissions to this Inquiry.

Jason carefully formed the approach to this analysis to ensure the key themes and ideas from submissions would be suitable for both the Inquiry Panel and the public.

NEED MORE SUPPORT?

Allen + Clarke has more than 20 years experience delivering results for clients across a wide range of services.



POLICY + REGULATION

We partner with you to translate your problems into policy solutions, design interventions, engage and consult with stakeholders and Government, review legislation, and implement decisions.



STRATEGY + GOVERNANCE

We work with you to guide your organisation or programme to success. We work with you on your strategic plan, including clearly defining goals, objectives, accountability, actions and measurable outcomes. We will develop a vision based on your values and the impact and results you seek.



CHANGE + OPTIMISATION

We help you design operating models, frameworks and ways of working that add value and have impact. We work with you to fix things that are broken and solve problems. We support you to manage change – with people, your business unit, the whole organisation, or at a system level.



EVALUATION + RESEARCH

To make the best decisions, you need to know what is working, where the gaps are, and understand what could be improved. We work with you to determine your needs, develop evaluation frameworks, assess and review progress, and measure results to influence change.

SUPPORT FOR YOUR INQUIRY STARTS WITH A CONVERSATION.



Matthew Allen
+64 27 599 0003
mallen@allenandclarke.co.nz
www.allenandclarke.co.nz