

Governance Complexities in Crown Entities

Some background notes prepared by Dr Roderick Deane for
a discussion with the IPCA Strategy Group on 9 March 2009
in Wellington

Multiple stakeholders

- The community
- Government
- Police
- Media
- Staff
- Conflicts among stakeholders ?
- Resolution of conflicts

Multiple Objectives and Accountability

- Thorough and clear investigations
- Independence and integrity
- Credibility with stakeholders
- Timely completion
- IPCA versus Police roles
- Communications
- Relationships

Capability and Resources

- Leadership
- Quality people
- Research professionalism
- Budget constraints
- Remuneration
- Supportive Minister
- Supportive stakeholders

Risk Management

- Communication, communication, communication
- Government intervention takes many forms
- Media: love controversy and confrontation
- Not necessarily objectivity and accuracy
- Good processes can be sabotaged
- Practical issues e.g. backup c.f. UK govt leaks

Bureaucracy

- Too many meetings, too much paper
- Too many people involved ?
- How to capture the essence is the key
- Decide on what really matters
- How to do this efficiently is the challenge
- Strong leadership
- Clear objectives agreed upfront
- Individual accountability
- Budgets, timelines, reporting

Some Queries

- Independence: legislative v state of mind ?
- Relationships: resolving conflicts of interest
- Budget: unpredictable costs (no revenue)
- Investigations: length, complexity, resolving
- Complaints: serious v trivial v vindictive
- Accountability: IPCA v Police
- Research: thoroughness v getting the job done
- Communications: endless task

What Matter Most

- Leadership
- Integrity
- Clear objectives
- Process compliance
- Quality people
- Communicate
- No handwringing