



1116REP/FALK/UKOT17

Visit of the Clerk of the Public Accounts Committee, Falkland Islands Legislative Assembly

9 - 12 October, 2017

Houses of Parliament, UK & Tynwald, Isle of Man



Final Report





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## Summary

The new Clerk of the Falkland Islands' Public Account Committee, Ronald Maclennan Baird, attended an induction programme at Tynwald, Isle of Man, and Westminster, London organised by CPA UK as part of the UK Overseas Territories (UKOT) Project. The sessions facilitated a direct exchange with other Clerks, PAC Chairs and PAC Members on a range of technical issues, and also provided a comprehensive overview of the role and responsibilities of a PAC and its Clerk.

## Project Overview

1.01. CPA UK has formed a consortium with the UK National Audit Office (NAO) and the UK Government Internal Audit Agency (GIAA) to deliver a three-year project of activities to support relevant UK Overseas Territory (UKOT) stakeholders. The programme brings together parliamentarians, parliamentary staff and audit officials from the territories and UK to discuss frameworks for good practice and priorities in public financial management. CPA UK's OT programme team is working in partnership with territory legislatures and audit institutions to gain insight and expertise to ensure that activities fit the specific context and demand of each Territory.

1.02. The Project was launched with the CPA UK and UK Overseas Territories Parliamentary Forum on Public Financial Management in Miami on 1-2 March 2017. As part of the Forum, bilateral discussions provided an opportunity to discuss priorities and specific challenges in public financial oversight and audit, and convey how the UK Overseas Territories Project (UKOTP) could best support their roles.

1.03. Dr Andrea Clausen, Chair of the Falkland Islands Public Accounts Committee, suggested a capacity building programme for the part-time Clerk of the Public Accounts Committee when she met project team members in Miami. She noted this would be especially beneficial as the current clerk was a recent appointment with an evolved job description. As with many committees within smaller legislatures, the PAC of the Falkland Islands manages pressures on limited resources. Building the capacity of support staff such as a PAC Clerk alleviates such pressure.

1.04. In addition to providing an induction to his new role, the visit was designed to connect him with colleagues in London and Douglas on the Isle of Man. It offered an opportunity to share practical and technical experience in parliamentary and committee procedure, enabling the Clerk to provide the advanced level of technical assistance required to a PAC without the support of a local Supreme Audit Institution (SAI) or National Audit Office.

1.05. CPA UK facilitates clerk training, including short-term secondments to Westminster or other Commonwealth legislatures, as an established component of parliamentary strengthening programmes. Building the capacity of committee support staff positively impacts its long-term effectiveness as skills and knowledge are not lost over the course of different election cycles.

## Project Aim & Objectives

2.1. **Aim:** To facilitate a four-day induction programme for the recently appointed Clerk of the Public Accounts Committee of the Legislative Assembly of the Falkland Islands with counterparts in the UK and on the Isle of Man.



2.2. **Objectives:** Through meetings and discussions with Clerks of the Public Accounts Committees of the House of Commons and Tynwald, NAO staff, and other relevant stakeholders, the programme aims to:

- **Objective 1.** Provide a comprehensive overview of the key responsibilities of a Public Accounts Committee Clerk, as well as insights into how the Westminster system aims to ensure public accountability and oversight.
- **Objective 2.** Offer one-to-one guidance and mentoring by House of Commons and Tynwald committee Clerks and other relevant specialists, including NAO staff members.
- **Objective 3.** Prepare the Clerk to organise and manage the work stream of the Public Accounts Committee by discussing common challenges and solutions with House of Commons and Tynwald committee Clerks working in similar roles.
- **Objective 4.** Contextualise the content of discussions by observing live committee sessions and evidence hearings, depending on the schedule of the parliamentary calendar.
- **Objective 5.** Facilitate discussion, build relationships and build understanding between the Public Account Committees of the UK Parliament and the Legislative Assembly of the Falkland Islands.

## Participants & Key Stakeholders

### 3.01. Participants:

- Clerk, Public Accounts Committee, Falkland Islands (Ronald Maclennan Baird)
- Public Accounts Committee, House of Commons, UK
- Public Accounts Committee, Tynwald, Isle of Man
- UK National Audit Office
- CPA UK

### 3.02. Key Stakeholders:

- Public Accounts Committee, Falkland Islands
- Public Accounts Committee, House of Commons, UK
- Public Accounts Committee, Tynwald, Isle of Man
- Tynwald, Isle of Man
- UK National Audit Office
- CPA UK
- CPA Falkland Islands



## Key Issues

### *Politics and the PAC in the Falklands, the Isle of Man, and Westminster*

4.01. The considerable similarities between the political landscape in the Isle of Man and the Falkland Islands ensured a relevant exchange around shared experiences, such as challenges and solutions commonly associated with small legislatures. Mr Maclennan Baird considered that, due to this comparable context, lessons and experience shared by his counterparts in the Isle of Man would likely be applicable in the Falkland Islands. One of these similarities was the absence of political parties, and the resulting non-political working context of the Public Accounts Committees in the Falkland Islands and the Isle of Man.

4.02. In both legislatures, most or all candidates stood as independents. The two Members of the PAC of the Isle of Man who also belonged to a party noted the limited impact of their affiliation on their role as Members of the House of Keys, in stark contrast to the great significance of party affiliation in the Houses of Parliament in Westminster. For both the Falkland Islands and the Isle of Man, participants correlated the apolitical working environment to the collegial approach to scrutiny within their respective PACs. Despite the considerable impact of party politics in Westminster, the meeting with Meg Hillier MP, Chair of the PAC, UK Parliament, revealed a similar focus on unanimity and collegial working. Richard Cooke, Clerk to the PAC, explained that no minority report had been published in the committee's 160-year history. Regardless of which party or parties formed government, he explained that Members would "leave their politics at the door", prioritising their scrutiny role over any party allegiance.

### *Authority, structure, and work of the PAC*

4.03. The authority and powers of the PAC were a recurring theme in discussions and meetings in the Isle of Man and Westminster. Having only completed a few inquiries, the Falklands' PAC had limited experience of the process and procedure from which to draw upon. Mr Maclennan Baird explained the unusual relationship between the Falklands' PAC and Legislative Assembly in several meetings: unlike in many other legislatures, in the Falklands, the PAC was established under the Constitution and did not fall under the remit or authority of parliament. Only two of a total of five members of the PAC were Members of the Legislative Assembly (MLAs) to maintain sufficient distance between the financial decisions made by government, and scrutiny thereof. The remaining three of five were lay members who did not necessarily have any political or financial experience.

4.04. Mr Maclennan Baird further explained the authority of the PAC included the power to summon any person, and require any person summoned to answer questions, as detailed in the Falkland Islands Constitution Order 2008. Meg Hillier MP underlined the importance of a PAC's power to recall witnesses, in addition to summoning them. The PAC Chair would ensure witnesses such as Permanent Secretaries delivered on specific commitments by scheduling call-backs, a strategy Ms Hillier considered "critical". In addition to facilitating a direct follow-up on commitments made during previous evidence sessions, Ms



Hillier found witnesses were especially motivated to remain vigilant and progress an issue when expecting to return to give further evidence at a specified later date.

4.05. The role and support of a Supreme Audit Institution (SAI) was identified as a key difference between the PACs of the Falklands and UK Parliament. This was discussed with Meg Hillier MP, Chair of the PAC and Steve Luxford, a former member of the parliamentary relations team and current member of the press office at the UK National Audit Office (NAO). As described by Ms Hillier and Mr Luxford, NAO reports formed the basis of the majority of inquiries launched by the PAC in the UK Parliament. Ahead of evidence sessions, NAO staff would further provide briefings, written and in-person, as well as suggested questions for the Chair and Members. In contrast, the PAC in the Falklands was not supported by an Auditor General or external audit service. The Falklands Island Government (FIG) instead outsourced the audit of annual accounts to an external company, Mazars. Mr Maclennan Baird explained that the PAC had commissioned the services of the same company in the past to produce reports for the PAC. As the PAC would have to identify an issue to investigate first, however, it could not rely on reports to inform its programme or direct it towards areas of concern in the same way the UK PAC could.

### *The role of the PAC Clerk*

4.06. As the role of a PAC Clerk could vary substantially depending on factors such as the need, resources, and size of the committee or legislature, Mr Maclennan Baird found the direct contrast between the responsibilities of the PAC Clerks in Tynwald and Westminster highly informative. Due to the similarities of the legislatures in the Falklands and the Isle of Man, Mr Maclennan Baird expected some considerable overlap within the roles of both PAC Clerks. Joanne Corkish, Third Clerk of Tynwald and Clerk to the PAC, highlighted the preparation of inquiries as a key responsibility of her role. For example, ahead of an inquiry into overspend at Noble's Hospital, the main hospital on the Isle of Man, she researched financial expenditure spanning over a decade. She estimated her preparation for the inquiry took around six months, and included briefings for PAC Members and suggested questions for evidence sessions. As neither the PAC in the Isle of Man nor the Falkland Islands was supported by an Auditor General or external audit office, Mr Baird expected the preparation of inquiries to feature as prominently in his role.

4.07. In contrast to the Isle of Man and Falkland Islands, the Clerks of the PAC in Westminster worked within a larger team, including committee liaison and committee assistants, with the UK National Audit Office (NAO) providing support with reports and briefings. The Clerk, Richard Cooke, emphasised the management component of his role, which involved overseeing the whole committee support team. Dominic Stockbridge, Second Clerk, underlined departmental and witness liaison as a major responsibility in his role. To ensure witnesses would be available for evidence sessions, Mr Stockbridge recommended contacting witnesses, such as Permanent Secretaries of a department, several months in advance to accommodate potential travel plans and any other availability issues.



### *The PAC without an SAI: Support from internal audit*

4.08. As in the Falkland Islands, the Isle of Man did not have an Auditor General or Supreme Audit Institution (SAI) available to provide permanent support to the PAC or assist with value for money (VFM) studies. Both legislatures instead outsourced the external audit function by hiring a private company to audit government accounts annually. Another similarity was the support the PAC received instead from the respective governments' internal audit services. In the Isle of Man, the Audit Advisory Division provided the PAC with the executive summaries of its departmental reports. Stephen Hind, Head of the Isle of Man Government Audit Advisory Division, explained how this ensured the PAC was aware of important headlines, but could not utilise specific recommendations to direct its work. As a result the confidential nature of the relationship between the Division and individual government departments could be protected.

4.09. The visiting Clerk took the opportunity to gauge the opinion of session speakers on a current proposal for the Falklands Islands' internal audit to take on a more significant role in supporting the PAC. To mitigate any potential conflict of interest inherent in the proposal, the Head of Internal Audit (HIA) would operate behind a "Chinese Wall" and not disclose details of PAC-related work to clients within the Falkland Islands Government. Mr Hind noted this would be a very useful arrangement from the PAC's perspective, but cautioned that the trust in the HIA in his role as a "critical friend" to government officials and departments could be eroded due to any collaboration with the PAC. To minimise this risk, he suggested drafting clearly defined terms of reference which would preclude internal audit staff from advising on topics, or directing the PAC in any way. This way, according to Mr Hind, the trust between internal audit and government departments could be better maintained. The PAC would receive support on issues it selected, while confidential information would not be jeopardised.

### *Public Accounts Committees in small legislatures*

4.10. Participants in the Tynwald programme agreed that, in smaller legislatures, an ability for parliamentarians to shift between roles as needed was essential to maintain committee effectiveness. Participants identified some differences in the approach towards limited resources, a small number of elected representatives, and overlapping responsibilities. Mr MacLennan Baird explained that the Governor appointed three lay members to the PAC in the Falkland Islands, one of whom would serve as Chair, in accordance with the Falkland Islands Constitution Order 2008. Only two of a total of five members of the PAC were Members of the Legislative Assembly (MLAs) to maintain sufficient distance between those making financial decisions, and those tasked with scrutiny thereof. In both legislatures, Members would declare an interest at the start of an inquiry as required.

4.11. In the Isle of Man, such a conflict of interest could arise due to a PAC Member's past or current role in government. As Jonathan King, Deputy Clerk of Tynwald, clarified, in the island's ministerial system eight Members of Tynwald selected by the Chief Minister headed eight government departments.



Two additional Members of Tynwald would join each department to support the respective ministers. A PAC Member would not participate in an inquiry scrutinising his or her current or past department. The PAC Chair, Hon Juan Watterson SHK, offered an example from his own experience: as he had been Minister for Home Affairs during the time period under consideration, he would not participate in an inquiry on the budget of the Constabulary. While the Falkland Islands did not employ a ministerial system, MLAs would also take responsibility for a particular portfolio and work closely with relevant departments.

### *The PAC and the media*

4.12. Both in the Isle of Man and Westminster, PACs use the media to highlight their work, inquiries and recommendations. Meg Hillier MP, Chair of the PAC in the UK Parliament, highlighted that the “media [was] of incredible use to [the Committee]”. Consequently, PAC Members had changed their style of questioning in evidence sessions to adapt to the expectations of a growing public audience. As an example, Ms Hillier noted PAC Members no longer read out prepared questions, as was the standard around a decade ago, but instead engaged more freely with witnesses by asking follow-up questions based on their research and pre-session briefings.

4.13. From these insights, Mr MacLennan Baird drew valuable conclusions on the importance of public access to PAC evidence sessions, particularly through the timely provision of transcripts, and the potential of the public and the media to raise the profile of the PAC and its reports and recommendations. Roger Phillips, Clerk of Tynwald, explained that Tynwald maintains a high level of expertise in the technical facilitation of Hansard reports. At Tynwald, such reports were made available by the next working day following a debate or evidence session. Mr MacLennan Baird explained that, while PAC meeting minutes were published online and evidence sessions recorded in the Falkland Islands, transcripts were not always made available. He decided to raise the issue of Hansard and transcripts with his PAC.

4.14. Joann Corkish, Third Clerk of Tynwald, presented the online presence of Tynwald and its PAC, including the documents such as minutes and reports made available to the general public. According to Mr MacLennan Baird, while the Falklands’ PAC published terms of reference, declarations of interest, and reports for individual inquiries on its website, the website was not regularly maintained. Mr MacLennan Baird decided to engage more directly with the general public by creating a Facebook page or group for the Falklands’ PAC. Facebook was widely used in the Falklands, and would present a useful tool to inform members of the public directly of relevant news or publications.

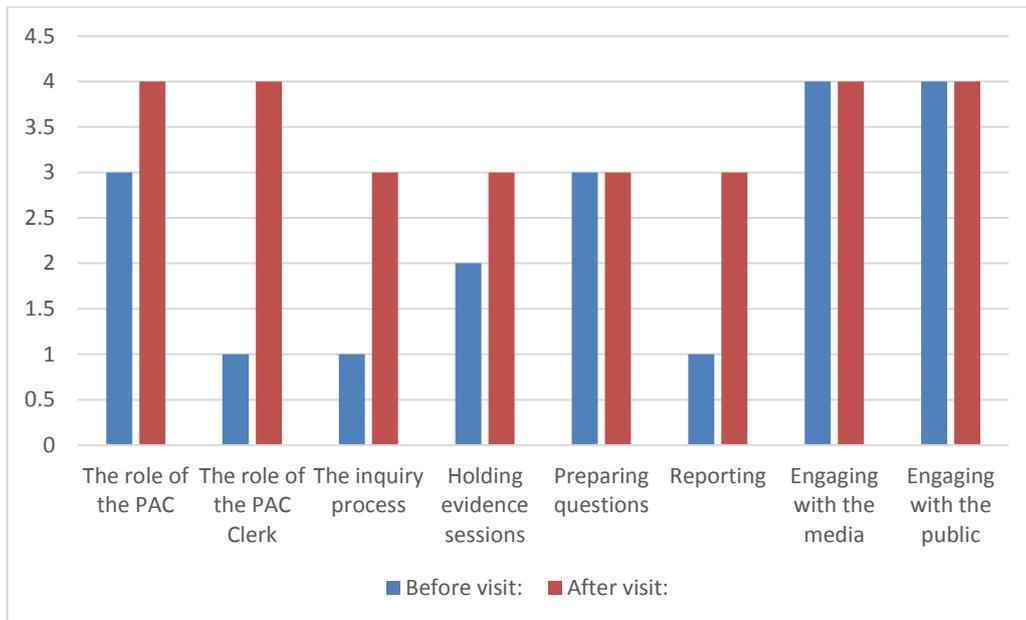
## **Results of the Project**

5.01. Each session and meeting was marked by participants’ active engagement with the issue at hand. In his feedback, the Clerk noted the visit had exceeded his expectations, and further highlighted the flexibility, intensity, and efficiency of the programme as key benefits. He also found the sessions were well-balanced between those with a narrow focus, such as the responsibilities of the PAC Clerk or the



relationship between the PAC and internal audit, and those addressing the wider context of parliamentary scrutiny and oversight.

5.02. As shown below, the Clerk assessed his own understanding at a significantly higher level for more than half of the key topics discussed during the programme. The most profound change was exemplified in his increased understanding of the role of the PAC Clerk, followed by an improved understanding of the inquiry process. The bar chart below contrasts Mr Maclennan Baird’s self-assessed level of understanding before and after the visit, on a scale of 1 (limited understanding) to 5 (expert understanding).



As a former journalist and radio presenter, Mr Maclennan Baird drew on considerable experience in managing the media and reaching out to members of the public as well as news reporting. He explained that the radio was a significant media outlet, used by many Falkland Islands residents on a daily basis, which allowed him to reach a wide audience during his radio broadcasts. Due to this prior experience, Mr Baird did not record a significant change in his level of knowledge and understanding for these two key topic areas.

5.03. The programme achieved the intended aim and objectives:

- **Objective 1.** Both general and PAC-specific sessions in Tynwald and Westminster provided a comprehensive overview of the key responsibilities of a Public Accounts Committee Clerk, as well as insights into how the Westminster system aims to ensure public accountability and oversight.
- **Objectives 2 and 3.** In total, the visiting Clerk met with six different Clerks in Tynwald and Westminster to share experience and good practice, and discuss common challenges and solutions. In addition to the insights from Clerks working in similar roles, staff representing



internal and external audit organisations explained their cooperation with the respective PACs.

- **Objective 4.** Mr Baird observed two live evidence sessions, the first concerning hospital overspend on the Isle of Man, the second the delivery of Carrier Strike by the UK Ministry of Defence. Both sessions enabled Mr Baird to contextualise the discussions of previous meetings, and apply new knowledge around committee processes to live inquiries.
- **Objective 5.** Following an intensive two-day programme, the Tynwald Clerks offered to maintain open channels of communication as well as ad hoc remote support if needed. To ensure a long-term impact in line with the requirements of the PAC, the UKOT Project will further facilitate a visit to Westminster and a devolved legislature or crown dependency, such as the Isle of Man, for the Chair and Members of the Committee in 2018/9.

5.04. Finally, the visiting Clerk informed all speakers of the specificities of the PAC in the Falkland Islands. As a result, all participants of the programme gained greater awareness and understanding of public oversight and scrutiny procedures in the Falkland Islands. Peripheral meetings, such as a lunch with the Secretary of the Falkland Island All-Party Parliamentary Group (APPG), Andrew Rosindell MP, offered an opportunity for Members to engage with a permanent resident of the Falklands on issues of mutual interest, and gain direct insights into current affairs on the islands.

## Next Steps

7.01. Through his discussions during the visit, the Clerk identified several aspects, both systemic and procedural, to discuss further with the PAC Chair and HIA upon his return to the Falkland Islands. In feedback to Project staff, the Clerk committed to working towards making transcripts available for each PAC session, refocusing the remit of the PAC, and expanding the resources and support available to the committee.

7.02. In order to follow up on these proposals, the Project team will remain in contact with the Clerk, and record any changes implemented as a result of the programme after three and six months, in accordance with CPA UK's commitment to monitoring and evaluation (M&E).

7.03. All speakers expressed their willingness to be contacted by the Clerk in future for any ad hoc support he may require. The Clerk highlighted a continuous relationship with his counterparts, in particular with the Clerks of Tynwald, as a valuable outcome of the programme. Reaching out to this new network will be the responsibility of the Clerk.

7.04. The project will maintain the discussion board of the online portal as a direct line of communication between project stakeholders. The Clerk of the Falkland Islands' PAC has contributed to online discussions and will continue this engagement.





7.05. CPA BIMR facilitated a post-election seminar (PES) in the Falkland Islands following the elections on 9 November 2017. The programme reinforced some of the themes discussed during the Clerk's visit, including parliamentary scrutiny and the committee system, strengthening and extending the overall impact of the visit's outcomes. The UKOT Project further expects to facilitate a visit to Westminster and a devolved legislature or crown dependency, such as the Isle of Man, for the entire PAC of the Falkland Islands in 2018/9. The visit will enable the Chair and Members to directly address specific challenges with relevant counterparts and officials in parliament and the NAO.

## Media coverage

8.01. In addition to an announcement on the official website of Tynwald<sup>1</sup>, the visit was reported on in several online and one offline news outlet. On 31 October, the *Isle of Man Examiner* published a story entitled "Falkland Official is given oversight help". The same story appeared in the newspaper's online version, the *Isle of Man Today*<sup>2</sup> and the *Isle of Man Courier*<sup>3</sup>.

8.02. During the visit to the Isle of Man, Mr Maclennan Baird and the accompanying CPA UK staff member (Felicity Herrmann, UKOT Project Assistant, CPA UK) provided statements to Stephen Hinds, Media Advisor at Tynwald, to be distributed to relevant platforms.

## Further resources

9.01. The website of the PAC of the Falkland Islands is available at <http://www.pac.org.fk/>.

9.02. As he has identified social media as a more effective tool to engage with the public, the Clerk announced he would utilise Facebook to communicate the work and activities of the PAC to a wider public audience. The report will be updated with details on how to access the related page or group once it has been established.

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<sup>1</sup> *Tynwald The Parliament of the Isle of Man*, "PAC clerk to Falkland Islands' Legislative Assembly hails Tynwald study visit 'very worthwhile'" (published on 13 October, 2017; accessed online at <http://www.tynwald.org.im/about/news/Pages/1783.aspx> on 16 November, 2017)

<sup>2</sup> Paul Speller, "Falklands Official is given oversight help", in *Isle of Man Today* (published on 31 October 2017; accessed online at <http://www.iomtoday.co.im/article.cfm?id=36722&headline=Falklands%20official%20is%20given%20oversight%20help&sectionIs=news&searchyear=2017> on 16 November, 2017)

<sup>3</sup> Paul Speller, "Falklands Official is given oversight help", in *Isle of Man Courier* (published on 31 October 2017; accessed online at <http://www.isleofmancourier.co.uk/article.cfm?id=36722&headline=Falklands%20official%20is%20given%20oversight%20help&sectionIs=NEWS&searchyear=2017>)



## Acknowledgements

9.01. CPA UK would like to thank the Speaker of Tynwald, Hon Juan Watterson SHK, for hosting the visit at Tynwald, and Joanne Corkish, Third Clerk of Tynwald, for coordinating the programme on the Isle of Man. The visiting Clerk and CPA UK staff member deeply appreciated the time and effort dedicated to organising and delivering a series of highly relevant and useful sessions. CPA UK would further like to thank the Chair of the UK PAC, Meg Hillier MP, as well as the Clerk, Richard Cook, and the Deputy Clerk, Dominic Stockbridge, for sharing their expertise in Westminster. Finally, CPA UK would like to thank the NAO and other committee staff who contributed to the programme as expert speakers.





## Annex A

### Full Delegate List

Mr Ronald Baird, Clerk to the Public Accounts Committee, Falkland Islands

## Annex B

### Full Programme

Day 1 - Monday 9 October		
1015	<b>Overview of Tynwald</b> <i>with Jonathan King, Deputy Clerk of Tynwald</i>	Committee Room 1
1100	<i>Coffee</i>	Committee Room 1
1115	<b>Introduction to parliamentary oversight and the role of the PAC including preparing for an inquiry</b> <i>with Jo Corkish, Third Clerk of Tynwald</i>	Committee Room 1
1200	<b>PAC Pre-Briefing Setting the Scene: The Nobles Inquiry</b> <i>with Hon Juan Watterson SHK, Chair of the Public Accounts Committee and Jo Corkish, Third Clerk of Tynwald</i>	Committee Room 1
1230	<b>Lunch: Discussion about clerking a PAC in a small legislature</b> <i>with Jo Corkish and Jonathan King</i>	TBC
1330	<b>Private pre-meeting to the Public Evidence Session</b> <i>with all Members of the Tynwald Public Accounts Committee</i>	Millennium Room
1400	<b>Observe PAC Oral Evidence Session</b> The full Committee will be taking evidence on overspend at Nobles Hospital. <i>Witnesses:</i> <i>Hon Kate Beecroft MHK, Minister for Health and Social Care</i> <i>Malcolm Couch, Chief Executive of Health and Social Care</i>	Legislative Council Chamber
1830	Assemble in hotel foyer for transport to dinner <i>(transport will be provided by Clerk of Tynwald's Office)</i>	Mannin Hotel
1930	<b>Dinner hosted by the Clerk of Tynwald</b> <i>Tim Crookall MLC and Mrs Carol Crookall; Michael Coleman MLC and Mrs Katherine Kay; Roger Phillips, Clerk of Tynwald and Mrs Sarah Phillips; Jonathan King, Deputy Clerk and Mrs Toni King; Jo Corkish, Third Clerk; Stephen Ritch, Media Advisor</i>	Old Rectory, Bride
Day 2 - Tuesday 10 October		





0900	<b>An effective PAC in a jurisdiction without a Supreme Audit Institution</b> <i>with Hon Juan Watterson SHK, Chair of the Public Accounts Committee and Jo Corkish, Third Clerk of Tynwald</i>	Committee Room 1
0945	Tour of Tynwald <i>Chamber and Information Service</i>	
1100	<i>Coffee</i>	
1130	<b>The role of the Audit Advisory Division</b> <i>with Stephen Hind, Head of Isle of Man Government Audit Advisory Division &amp; Jo Corkish</i> The session explores how internal audits are conducted, and contrasts this with a jurisdiction with a Supreme Audit Institution (SAI).	Committee Room 1
1300	<b>Join Lunch and presentation to Tynwald Members</b> <i>Department of Economic Development</i>	Barrool Suite
1430	<b>The Inquiry Process</b> <i>with Jo Corkish</i>	Committee Room 1
1530	<i>Tea</i>	Committee Room 1
1545	<b>The effective PAC</b> <i>With Jonathan King and Jo Corkish</i>	Committee Room 1
1645	Wash up This sessions provides an opportunity to feedback on helpful areas of the programme and identify issues for further support or discussion.	Clerk's office
<b>Day 3 - Wednesday 11 October</b>		
0915	<b>Tour of Parliament</b> <i>Please present your tour booking confirmation to one of the tour guides in Westminster Hall no later than 0910.</i>	Westminster Hall
1045	<b>Meeting with PAC Chair Meg Hillier MP</b> <i>with Meg Hillier MP and Richard Cooke, Clerk or Dominic Stockbridge, Second Clerk</i> This session will be an opportunity to meet the PAC Chair and a PAC Clerk. It will also explore the status and preparation of the 'Delivering Carrier Strike' inquiry, setting the scene ahead of the oral evidence session in the afternoon.	Portcullis House, Room T
1200	<b>Observe Prime Minister's Questions</b> This is an opportunity to view the weekly Prime Minister's Questions in the House of Commons Chamber, and observe the practice, procedures, and customs of the Chamber, and Mr	Commonwealth Gallery, House of Commons Chamber





	Speaker moderates the debate.	
1300	<b>Lunch</b> <i>with Andrew Rosindell MP, Secretary of the Falkland Islands All-Party Parliamentary Group</i>	The Adjournment
1400	<b>Preparing to view the PAC Oral Evidence Session</b> <i>You will have time to review the NAO report on which the 'Delivering Carrier Strike' PAC inquiry is based.</i>	Portcullis House, Room T
1430	<b>Observe PAC Oral Evidence Session</b> Delivering Carrier Strike: The process of deploying a carrier and jets, with a new radar system, is known as 'Carrier Strike'. A March 2017 NAO report found the Department had made good progress, but also that a number of strategic risks remain, and that there is a potential for slippage due to earlier delays. <i>Witnesses:</i> <i>Stephen Lovegrove, Permanent Secretary, Ministry of Defence</i> <i>Lietenant-General Mark Poffley, Deputy Chief of the Defence Staff, Ministry of Defence</i> <i>Rear-Admiral Graeme Mackay, Director Carrier Strike, Ministry of Defence</i>	The Boothroyd Room, Portcullis House
Day 4 - Thursday 12 October		
1000	<b>Producing succinct and successful briefs</b> <i>(joint session with Clerks from Sierra Leone)</i> This session will focus on producing written briefs to Members of Parliament. As Members have little time to spend on reading extensive briefs, how can you ensure briefs are succinct yet effective? There will also be an opportunity for sharing best practices.	CPA Room
1130	<i>Tea</i>	CPA Room
1145	<b>Producing reports with impact</b> <i>with Luanne Middleton, Clerk, Chamber and Committees Teams, House of Commons</i> <i>(joint session with Clerks from Sierra Leone)</i> In the UK Parliament, committees produce reports detailing the conclusions and issues raised through the inquiry process. They often provide recommendations to Government to improve policy and practices. This session will explore how reports are produced, how they are used and what their impact can be. This session will also examine the circumstances and techniques used to create maximum impact with a report.	CPA Room





1300	Lunch <i>with Chris Stanton, Clerk to the Foreign Affairs Committee</i>	The Adjournment
1400	<b>The role of the SAI in supporting the UK PAC</b> <i>with Stephen Luxford, National Audit Office (NAO)</i>	Portcullis House, Room S
1500	<b>Budget scrutiny and financial monitoring</b> <i>with David Lloyd, Head of the Scrutiny Unit, House of Commons</i> This session will explore the role of clerks in effective budget scrutiny and financial monitoring.	CPA Room
1600	<i>Tea</i>	CPA Room
1615	<b>Debrief and self-assessment of visit</b> Recording of video testimonial with CPA UK Communications Officer Mark Scott	Portcullis House, Room S
End of programme		



## Speaker Biographies



### Hon Juan Watterson SHK

Hon Juan Watterson is the Speaker of the House of Keys, Deputy President of Tynwald, and the Chairman of the Public Accounts Committee. First elected as Member of the House of Keys for Rushen in 2006, he served as Minister for Home Affairs from 2011 to 2016. In addition to chairing several committees, since 2006 he has served as Chairman of the Isle of Man Branch Executive Committee of the Commonwealth Parliamentary Association (CPA).

Before commencing his parliamentary career, the qualified chartered accountant worked for KPMG as a senior auditor. He holds a BA (Hons) in Management with first class honours, and is a Fellow of the ICAEW and a Chartered Fellow of the Chartered Management Institute.



### Tim Crookall MLC

Tim Crookall is a Member of the Legislative Council and Vice-Chair of the Public Accounts Committee. He was first elected as Member of the House of Keys for Peel in 2006, and re-elected in 2011. In 2015 he was elected as a Member of the Legislative Council. From 2011 to 2012 he served as Minister for Community, Culture and Leisure, and for Education and Children from 2012 to 2016. He is currently a Member of the Department of Economic Development and of the CPA Isle of Man Branch Executive

Committee.

A former postman, he previously worked for the police and armed forces, and as a Nursing Assistant, Deputy Manager at the Aquadrome, and Residential Care Worker. He was awarded the Queen's Golden Jubilee Medal 2002, and the Queen's Diamond Jubilee Medal 2012.



### David Cretney MLC

David Cretney is a Member of the Legislative Council and a Member of the Public Accounts Committee. He was first elected as Member of the House of Keys for South Douglas at a by-election in 1985. In 2015 he was elected as a Member of the Legislative Council to serve for a term ending in February 2020. As minister, his portfolios included Trade and Industry, Community Culture and Leisure, and most recently, Infrastructure.



He currently serves as Chairman of the Social Affairs Policy Review Committee.

The former shop manager has owned his own business since 1985.



**Michael Coleman LLB MLC**

Mr Coleman is a Member of the Public Accounts Committee, and has been a Member of the Legislative Council since his first election in 2013. He is also a Member of the Department of Home Affairs, and currently serves as Chairman of the Drug and Alcohol Strategy Group, and of the Economic Policy Review Committee.

His previous career included roles in engineering industries (Oilfield, Infrastructure, Civil), and later roles in Offshore Finance at the level of Director/Deputy Chairman. He held extensive responsibility for major financial centres such as the Caymans, Bermuda, and Gibraltar. The Chartered Engineer and Chartered IT professional holds a degree with First Class Honours in Law from the Open University.



**Rob Callister MHK**

Rob Callister is a Member of the House of Keys and a Member of the Public Accounts Committee. He was first elected to represent Onchan in 2016 and currently serves as Chairman of the Environment and Infrastructure Policy Review Committee.

As he worked within the Island's finance industry for over 17 years, he has considerable experience in business operations, compliance, corporate governance and corporate management at a Board level.



**Roger Phillips LLB**

Roger Phillips was appointed Clerk of Tynwald in 2008. Prior to this he had been a Clerk at the House of Commons since 1981. He holds an LLB from University College London and was called to the bar in 1978. He has been a regular attendee at CPA conferences and events since his appointment as Clerk of Tynwald.



**Jonathan King**

Jonathan King was appointed Deputy Clerk of Tynwald in 2007. Prior to this he held various roles in the Home office, Cabinet office and Ministry of Justice. A former postdoctoral research fellow, he also worked as a violin teacher and Civil Servant. Since 2007 he has served as Assistant Secretary of the Isle of Man CPA Branch.





He holds a DPhil in medieval music from Wadham College Oxford, and a Bachelor of Laws (Hons) from the Open University.

### Joann Corkish

Joann Corkish has worked for the Clerk of Tynwald’s Office since 2009, including a year seconded to the Isle of Man Government Cabinet Office as Change and Reform Programme Lead. She has held the role of Third Clerk of Tynwald since 2015 and has been Clerk to the Public Accounts Committee since 2016. Prior to this she was employed in the private sector in finance, business analyst, and project management roles.



### Meg Hillier MP (*Labour*)

Meg Hillier was elected Chair of the Public Accounts Committee in 2015. First elected in 2005, she has held the roles of junior Home Office Minister and Shadow Secretary of State for Energy and Climate Change. She also served on The Speaker of the House of Commons’ Digital Democracy Commission. Set up by the Speaker, the Commission investigated the opportunities digital technology can bring for parliamentary democracy in the UK and reported in January 2015.

Before entering Parliament she represented Hackney, Islington and Waltham Forest on the London Assembly. A former local councillor, she was also the youngest ever Mayor of Islington in 1998/99.



### Chris Stanton

Chris Stanton has been a Clerk in the House of Commons since 1988. He has held his current position as Clerk of the Foreign Affairs Committee since 2016. Prior to this he completed a 12-month secondment to the Bank of England. His previous roles include four years as Clerk of the Treasury Committee and three years in the

Legislation Office, including responsibility of divisions and elections in the House.



## About the Commonwealth Parliamentary Association UK

CPA UK is one of the largest and most active branches in the CPA community and delivers a unique annual international outreach programme in Westminster and overseas. CPA UK works to encourage parliamentary diplomacy and build parliamentary capacity on behalf of the UK Parliament and the wider CPA. Through activities such as conferences, seminars, delegations and parliamentary strengthening teams, CPA UK provides Members with a practical, current and first-hand perspective on international issues facing fellow parliamentarians across the Commonwealth. Working with CPA UK's international outreach programmes also enhances Members' understanding of issues facing diaspora communities in their own constituencies. For more information, visit [www.uk-cpa.org](http://www.uk-cpa.org)