



2505/SRI/REPORT



Capacity Building Workshop for Sectoral Oversight Committee Chairs and Officials from the Parliament of Sri Lanka

Houses of Parliament, 23-27 January 2017



Final Report





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## Summary

*This programme provided a wide-ranging introduction to the functioning of UK select committees for the Chairs of the newly established Sectoral Oversight Committees in Sri Lanka. The delegation of committee Chairs found the programme particularly useful as an example of how committee Members in the UK work together to effectively manage and conduct committee work. The delegation was able to observe the private meeting of the Health Select Committee before meeting a large number of select committee Chairs, Members and Clerks who provided insightful discussion on how the UK Parliament approaches committee oversight.*



## Project Overview

1.01. Following the General Election in August 2015, the Leadership of the Parliament of Sri Lanka prioritised a number of reforms including the establishment of a Departmental Sectoral Oversight Committee System aimed at enhancing the capabilities of Parliament to hold Government to account.

1.02. CPA UK subsequently secured funding from the Foreign and Commonwealth Office's Magna Carta Partnerships Fund to run a Workshop on Sectoral Oversight Committees from 15-17 February 2016 in partnership with the Parliament of Sri Lanka and the Westminster Foundation for Democracy (WFD). This activity was particularly well received and provided a platform for the exchange of knowledge and good practice between UK and Sri Lankan Members and Clerks ahead of the implementation of the new committee system.

1.03. Following the conclusion of the Workshop, it was suggested by the Sri Lankan Parliamentary Leadership that a series of follow-up activities would take place. The Secretary General of the Parliament subsequently visited Westminster (April 2016) and WFD led a workshop for parliamentary officials in Colombo in July 2016.

1.04. CPA UK and WFD worked jointly to deliver two study visits to Westminster by the Sectoral Oversight Committee Chairs and senior parliamentary officials. The visits, each attended by eight Committee Chairs and two parliamentary officials, took place from 24 - 28 October 2016 and 23 - 27 January 2017. The WFD Sri Lanka Country Representative accompanied both delegations. The full programme is available in Annex B.

## Project Aim & Objectives

2.01. **Aim.** The programme aimed to build the capacity of the Committee Chairs and senior parliamentary officials to fulfil their responsibilities and respective committee mandate effectively.

2.02 **Objectives.** Through exchange with colleagues, practical sessions and discussions, the programme aimed to deliver the following objectives:

- a. **Objective 1.** Promote a broader understanding of the key features and functions of parliamentary committees in holding the Executive to account.
- b. **Objective 2.** Explore the role, responsibilities and relationships of the committee Chair, Members and Clerks in operating an effective committee.
- c. **Objective 3.** Develop the practical skills of Members and Clerks in conducting an inquiry: questioning witnesses, making best use of evidence, engaging with the public and reporting.
- d. **Objective 4.** Share experiences and identify solutions on how to address some of the challenges faced in conducting committee business.





## Participants & Key Stakeholders

3.01. The Parliament of Sri Lanka is the key stakeholder for this programme, specifically the Chairs of the Sectoral Oversight Committees (SOC) and committee staff from the Parliament's Secretariat. All SOC Chairs were invited to take part in the programme but three were unable to attend and sent Members of their Committee in their place. A full delegate list is available in Annex A.

## Key Issues

4.01. **Managing Committee Business** - The Sectoral Oversight Committee (SOC) system in the Parliament of Sri Lanka is still relatively new so the delegation was particularly interested in how UK select committees manage their work. The delegation met with Dr Sarah Wollaston MP, Chair of the Health Committee, and Huw Yardley, Clerk of the Health Committee, to discuss how committees manage their business. Under the Standing Orders in Sri Lanka, the SOCs are required to draw up an annual work plan and submit this to Parliament. This is quite different to how select committees operate in the UK as they have no formal obligation to publish their work plan. Huw Yardley has worked as a Clerk on a number of committees and he mentioned that he has yet to work on a committee that publishes a work plan. Huw, and Dr Wollaston, did point out however that committees do plan their work for the parliamentary session, it is just not published.

4.02. Dr Wollaston kindly invited the delegation to sit in on the Health Committee's private meeting that takes place before each public hearing. This was particularly useful for the delegation as it provided a practical example of how a committee plans its work and prepares for an evidence session. The professionalism and structure required in a committee hearing quickly became apparent. Each Member of the Committee had been provided with a briefing a list of suggested questions before the meeting and the Chair led the process of dividing the questions among the Members. This highlighted the preparation required for each session and the importance of cooperation between Members.

4.03. The role of Clerks in the select committee system, and the important preparation they do for each evidence session was also apparent. During the private meeting, Clerks who had prepared the brief explained the rationale behind the briefing to the members. The meeting also provided an opportunity for the Committee to look ahead to future inquiries. In this instance, two Clerks had prepared terms of reference for an upcoming inquiry and presented these to the full committee for approval. The delegation was struck by the professionalism of the Members and staff and the discipline required, by Chairs and Members, to get through all the required agenda items in the private meeting.

4.04. **Role of Committee Chairs** - Naturally, the visiting delegation was particularly interested in the role of the Chair in setting the agenda for the Committee, and selecting and agreeing inquiries with the Members. They discussed this with Laurence Robertson MP, Chair of the Northern Ireland Select Committee. Participants discussed forward planning in Committees, and the balance between setting a programme of work and being reactive, particularly to breaking news stories and public interest.





4.05. The private meeting of the Health Select Committee highlighted the important role that committee Chairs play, in setting the agenda and managing business. Dr Sarah Wollaston MP highlighted how Chairs must be disciplined to stick to the agenda and also ensure that all Members are able to contribute to discussions and evidence sessions.

4.06. During the discussion with Laurence Robertson MP, Hon. Malith Jayathilake MP, Chair of the Sectoral Oversight Committee on National Security, was particularly interested in the relationship the Chair has with the Clerk. Mr Robertson emphasised the importance of this relationship as the Clerk provides substantial support to the Chair, including the drafting of reports, terms of reference, and briefing documents. The delegation was also interested in the selection of Chairs of select committees. Mr Robertson explained the reforms to select committees that were implemented in 2010, including the election of Chairs by the whole House of Commons. The SOC Chairs are currently appointed to their position.

4.07. **Developing and maintaining relationships & media engagement** - The delegation attended one session of the Commonwealth Parliamentary Conference on the Rule of Law and Human Rights that addressed the relationship between the Executive, Parliament, parliamentary committees, NGOs, and civil society. Les Allamby, Chief of the Northern Ireland Human Rights Commission, spoke about human rights within the context of Northern Ireland and of the specificity of the region as a highly contested political space. Mr Allamby claimed that commissions and committees had to be pluralist, independent and have a broad mandate; they had to scrutinise existing law and their human rights implications. The delegation was interested by the parallels that exist between Northern Ireland and Sri Lanka.

4.08. Similarly, Allan Hogarth, Head of Advocacy and Programmes at Amnesty International UK, spoke about how NGOs and parliament must build their relationship on trust and mutual respect. He defined this constructive yet critical dynamic as meaning both parties become 'critical friends'. NGOs must be prepared to identify areas of disagreement and work through them, as Amnesty International UK (AIUK) has done in its relationship with the UK Parliament since 1961.

4.09. The delegation was particularly interested in what happens after a committee publishes a report. Dr Sarah Wollaston MP, will often speak to the media when a report is published in an effort to increase interest in the report and add weight to its recommendations. She explained that this media coverage can increase the influence with Government of a committee's work. Dr Wollaston also pointed out that the House of Commons has a second debating chamber in Westminster Hall and if a report is particularly important she will ask for a Westminster Hall debate. This debate provides an opportunity for other MPs to debate and be informed on the report's recommendations and conclusions.

4.10. **Party Politics and Committee Work** - The delegation joined Louise Ellman MP, Chair of the Transport Committee, and Karl McCartney MP and Graham Stringer MP, Members of the Transport Committee, to discuss how committee Members separate party politics from their committee work. The delegation asked how individual Members agree the terms of reference for an inquiry and how inquiries







are selected. All of the UK Members stressed that while each Member will bring their own interests and experience to the committee, they will always seek to work in a consensual way, especially once inquiries had been selected.

4.11. The delegation was interested in how witnesses were selected and approached. Discussions with the Members of the Transport Committee and with Clerks in different sessions, stressed the importance of witness diversity. The delegation also wanted to know how committees get Ministers to attend inquiries. Louise Ellman MP mentioned that Ministers are not compelled to attend but precedent means that they will never turn down an invitation to appear as a witness. Indeed, most committees have a good relationship with the Ministers in the departments they scrutinise.

4.12. Also included in discussions was an examination of what accountability actually means in practice. During discussions with Dr Sarah Wollaston MP the delegation asked what was meant, in select committee terms, by 'holding the government to account'. Dr Wollaston appreciated the discussion as her experience showed that it was sometimes difficult to fully identify who is accountable for certain actions. Although Dr Wollaston pointed out that no senior official or Minister will be comfortable with being questioned in public so this is the best source of leverage select committees have when attempting to hold the government to account.

4.13. The Clerk of the Health Committee, Huw Yardley, used the example of committee recommendations to highlight one way that a committee can influence the government and hold it to account. The delegation enquired about how UK select committees publish their findings and what response they can expect from the Government. Huw Yardley explained that each select committee inquiry will produce a report containing recommendations for the Government - around 40% of these recommendations are implemented by Government, showing the influence select committees can have. Huw Yardley also pointed out that this doesn't measure the long-term influence that reports can have on Government policy. Dr Sarah Wollaston MP mentioned that the Government must respond to a report within two months.

4.14. **Conducting a Hearing and cross-examining witnesses** - The delegation conducted an example committee hearing as part of the programme. Judith Boyce, Clerk of the Women and Equalities Committee, acted as Clerk of the Committee and briefed the delegation on how select committees prepare for an evidence session. The delegates were particularly interested in the technical aspects of preparing for a committee hearing, including how briefs are prepared and questions distributed among Members. Judith explained how the Clerks will research and prepare a briefing for each evidence session, along with a list of suggested questions, after the committee Members agree the terms of reference for the inquiry.

4.15. As they had observed at the private meeting of the Health Select Committee earlier in the programme, the delegation divided up the list of suggested questions based on their individual areas of interest. The Chair, Hon. J.M. Ananda Kumarasiri MP, led this process just as Dr Sarah Wollaston MP had in





the Health Select Committee. The delegates had studied the brief before the session and a number of them had identified questions that they wanted to ask, speeding up the process of allocating questions.

4.16. The evidence session explored the topic, 'Women in Parliament' and had Professor Sarah Childs, Professor of Politics and Gender, University of Bristol, as a witness. The delegation effectively adhered to the suggested questions from the brief but also asked a number of supplementary questions to the witness. It was also beneficial that the Chair provided a comparison with the situation in the Parliament of Sri Lanka as this provided greater context to the evidence session.

4.17. Following the evidence session, Judith Boyce led the delegation in a feedback session to evaluate the effectiveness of the hearing. Judith emphasised the importance of directing questions through the Chair during a session and questions should focus solely on the witness. Questions are designed to extract information from witnesses and are not intended to start a debate with the witness or between committee Members.

4.18. The delegation was effective at asking relevant supplementary questions to gather further information from the witness who was asked about the financial barriers to women in Parliament and their status in local government. While supplementary questions are positive, Judith reminded the Chair and the Members that they were also responsible for keeping the session to time and ensuring that the agreed questions from the brief are also asked.

## Results of the Project

5.01. The project successfully delivered a structured programme for the delegation of Sectoral Oversight Committee Chairs, which met the objectives of the Parliament of Sri Lanka, CPA UK and WFD. The monitoring and evaluation data, collected through pre- and post-assessment forms and verbal feedback from the delegates, indicated a significant increase in understanding. Delegates indicated the sessions on conducting a committee hearing and examining witnesses were particularly useful.

5.02. A number of delegates identified the sessions that explored how to conduct a committee hearing as very useful for their role as a SOC Chair in Sri Lanka. The delegates highlighted the practical sessions, where they observed the private meeting of the Health Select Committee and conducted their own example evidence session, as very useful. Delegates including Hon. Jayathilake, Hon. Jayawardene, and Hon. Kumarasiri will attempt to use this experience to influence the conduct of SOC sessions in Sri Lanka. Three delegates also felt that future engagement should continue to look at how Members effectively question witnesses.

5.03. The Chair of the example committee hearing, Hon. J.M. Ananda Kumarasiri MP, identified the importance of committees preparing in private before a public hearing, allowing the evidence session to focus on the subject matter. This followed a discussion with the Clerk of the Women and Equalities Committee and Hon. Kumarasiri said he will encourage his committee to adopt this practice.







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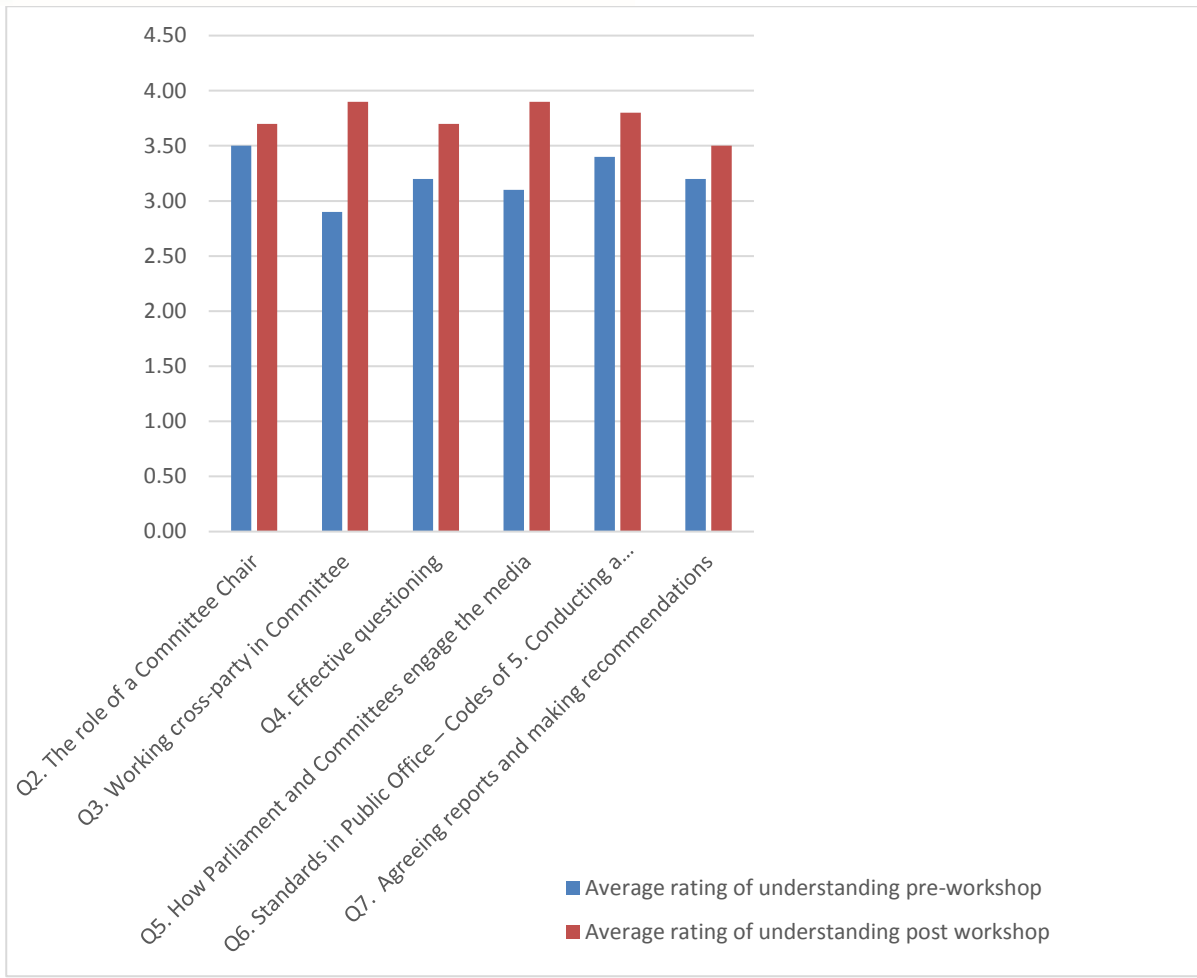
5.04. Hon. Lucky Jayawardene MP, Chair of the Sectoral Oversight Committee on Health and Human Welfare, revealed in his feedback that he aims to bring together the Chairs to meet and ensure the success of the SOCs. This programme, unlike the one in October, did not have a specific session that looked at the role of the Liaison Committee but discussions repeatedly touched on how Chairs in the UK represent their committee and the select committee system in general.

5.05. CPA UK's assessment forms asked the delegates to rate their understanding before and after the programme on six topics: The role of the Committee Chair; working cross-party in committee; effective questioning; how committees engage with the media; conducting a committee hearing; agreeing reports and recommendations. Overall, delegates reported an increase in average understanding from 3.22 (out of five) to 3.75 - an increase of 17.13%.

5.06. Working cross-party in committee and how committees engage with the media saw the largest increase in knowledge - with increases of 34.48% and 25.81% respectively. A number of delegates identified the role of the Committee Chair as an important area for future engagement and this was reflected in the assessment forms as that programme area only saw a 5.71% increase in knowledge - the lowest of any topic.

5.07. During the verbal feedback session a number of delegates expressed their approval of the programme and urged CPA UK and WFD to continue to engage with the Parliament of Sri Lanka. Hon. Pavithradevi Wanniarachchi MP, Chair of the Sectoral Oversight Committee on Sustainable Development felt the visit was the "best programme I've attended".

5.08. Average rating of understanding post-workshop compared to pre-workshop



## Next Steps

6.01. CPA UK will look to continue its engagement with the Parliament of Sri Lanka and is currently in correspondence with the High Commission of Sri Lanka in London to host a programme in the UK Parliament for the Public Accounts Committee and Committee on Public Estimates. This programme is expected to take place in autumn 2017.

6.02. The role of a committee chair, in managing committee business and its Members, was frequently cited as an area for future programmes to explore. CPA UK will engage with the Parliament of Sri Lanka and WFD to explore a future programme to include a focus on the role of committee chairs.

## Further resources

7.01. The report from the first programme for Sectoral Oversight Committee Chairs is available [here](#). Following the Workshop on Sectoral oversight Committees that CPA UK organised in Colombo, February 2016, a reference document on committee oversight was produced and available [here](#).

## Acknowledgements





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8.01. CPA UK thanks the Westminster Foundation for Democracy for its close cooperation during the planning and design of this programme, in particular we valued the support of Priyanga Hettiarachi, the WFD Sri Lanka Country Representative.

8.02. CPA UK also greatly appreciates the time and effort of UK MPs and officials from the Houses of Parliament who contributed to this successful programme. CPA UK is particularly grateful to Dr Sarah Wollaston MP, the Members of the Health Select Committee and the Clerk, Huw Yardley, for allowing the delegation to observe their private meeting. Thanks also go to Professor Sarah Childs and Judith Boyce who contributed to the example committee hearing in the programme.

**Full Delegate List**

Hon. Malith Jayathilake MP, Chair, Sectoral Oversight Committee on National Security  
Hon. Vijitha Herath MP, Chair, Sectoral Oversight Committee on Agriculture  
Hon. Lucky Jayawardana MP, Chair, Sectoral Oversight Committee on Health and Human Welfare  
Hon. E Saravanapavan MP, Sectoral Oversight Committee on Reconciliation  
Hon. Pavithradevi Wanniarachchi MP, Chair, Sectoral Oversight Committee on Sustainable Development  
Hon. Chandima Gamage MP, Chair, Sectoral Oversight Committee on Energy  
Hon. M. A. Sumanthiran MP, Chair, Sectoral Oversight Committee on Public Finance  
Hon. Edward Gunasekara MP, Sectoral Oversight Committee on Transport  
Hon. J.M. Ananda Kumarasiri MP, Sectoral Oversight Committee on Economic Development  
Hon. Seyed Ali Zahir Moulana MP, Sectoral Oversight Committee on Reconciliation  
Mr Neil Iddawala, Chief of Staff & Deputy Secretary General of Parliament  
Mr Jagath Gajaweera Arachchige, Director (Legislative Services)

Priyanga Hettiarachi, Westminster Foundation for Democracy Sri Lanka Country Representative

## Full Programme

Monday 23 January	
Afternoon	WFD Programme including meetings with: Jeffrey Donaldson MP (DUP) Lord McConnell of Glenscorrodale (Labour) Lord Norton of Louth (Conservative)
Tuesday 24 January	
08.45	<i>Arrive Houses of Parliament, Portcullis House Entrance</i>
09.15	<b>Tour of the Houses of Parliament</b>
10.30	<i>Break</i>
11.00	<b>Session 1: Overview of the UK Parliament and Select Committee System</b> Crispin Poyser, <i>Supervising Clerk of Select Committees</i> CPA Room
12.00	<b>Session 2: Committee Work - Preparing for and Managing a Meeting</b> Dr Sarah Wollaston MP (Conservative), <i>Chair of the Health Committee</i> Huw Yardley, <i>Clerk of the Health Committee</i> CPA Room
13.00	<b>Lunch</b> <i>With: Mr Sugeeshwara Gunaratna, Deputy High Commissioner of Sri Lanka</i> <i>Mr K. K. Yoganaadan, Minister Counsellor, High Commission of Sri Lanka</i> CPA Room
13.45	<i>Transfer to Wilson Room, Portcullis House</i>
14.00	<b>Session 3: Attend Private Meeting of Health Select Committee</b> Wilson Room, Portcullis House
14.30	<b>Session 4: View Hearing of Health Select Committee</b> <b>Oral Evidence Session</b> <i>Subject: Brexit and health and social care</i> Wilson Room, Portcullis House
15.20	<i>Transfer to CPA Room</i>
15.30	<i>Break</i>
16.00	<b>Session 5: The role of Committee Chairs</b> Laurence Robertson MP (Conservative), <i>Chair of the Northern Ireland Committee</i> CPA Room
16.45	Close of Day 1



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19.00	<p><b>Dinner in honour of Sri Lankan Delegation</b></p> <p>Rt Hon. Lord Dholakia OBE DL (Liberal Democrat), <i>Member of CPA UK Executive Committee</i></p> <p>Dr Matthew Offord MP (Conservative)</p> <p>Andrew Tuggey CBE DL, <i>Chief Executive, CPA UK</i></p> <p>David Thirlby, <i>Senior Programme Manager Asia, Westminster Foundation for Democracy</i></p> <p>Barry Room</p>
<b>Wednesday 25 January</b>	
09.00	<i>Arrive Houses of Parliament, Portcullis House Entrance</i>
09.15	<p><b>Session 6: Briefing on Prime Minister's Questions</b></p> <p>Rt Hon. David Hanson MP (Labour)</p> <p>Room T, Portcullis House</p>
09.45	<i>Transfer to Attlee Suite</i>
10.00	<p><b>Session 7: Developing and maintaining relationships - Relationship with the executive, parliament, parliamentary committees, NGOs and civil society</b></p> <p><i>This session is part of CPA UK's Commonwealth Parliamentary Conference on the Rule of Law &amp; Human Rights and will be attended by parliamentarians from across the Commonwealth.</i></p> <p>Attlee Suite, Portcullis House</p>
11.30	Break
11.45	<i>Transfer to Commonwealth Gallery, House of Commons</i>
12.00	<b>View Prime Minister's Questions</b>
12.40	<i>Transfer to CPA Room</i>
12.45	<p><b>Lunch</b></p> <p><i>With Chairs of UK Select Committees</i></p> <p>Meg Hillier MP (Labour), <i>Chair, Select Committee on Public Accounts</i></p> <p>Louise Ellman MP (Labour), <i>Chair, Select Committee on Transport</i></p> <p>CPA Room</p>
14.00	<p><b>Session 8: Party Politics and Committee Work</b></p> <p>Louise Ellman MP (Labour), <i>Chair, Select Committee on Transport</i></p> <p>Karl McCartney MP (Conservative), <i>Member of the Transport Committee</i></p> <p>Graham Stringer MP (Labour), <i>Member of the Transport Committee (until 14.20)</i></p> <p>CPA Room</p>
15.00	Break
15.30	<p><b>Session 9: Media engagement and Committee Outreach</b></p> <p>Maev Mac Coille, <i>Media Relations Manager, Communications Office</i></p> <p>Jessica Bridges-Palmer, <i>Select Committee Media Team</i></p> <p>CPA Room</p>
16.15	<b>Session 10: Cross-examining and effective questioning</b>







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	Philippa Tudor, <i>Clerk of Committees, House of Lords</i> CPA Room
17.00	Close of Day 2
<b>Thursday 26 January</b>	
09.00	<b>Session 11: Conducting a Committee Hearing</b> Judith Boyce, <i>Clerk of the Women and Equalities Committee</i> Committee Room 17
09.30	<b>Session 12: Westminster-style Committee Hearing</b> Subject: Women in Parliament Witnesses: Professor Sarah Childs, <i>Professor of Politics and Gender, University of Bristol</i>
10.30	<b>Session 13: Feedback on Committee Hearing</b> Judith Boyce, <i>Clerk of the Women and Equalities Committee</i>
11.00	<b>Session 14: Building consensus, report writing and following-up on recommendations</b> Tbc
12.00	<i>Break</i>
12.30	<b>Official Photo</b> New Palace Yard
13.00	<b>Lunch with UK Delegates to Workshop on Sectoral Oversight Committees (February 2016)</b> Richard Bacon MP (Conservative) Julie Elliott MP (Labour) CPA Room
14.00	<b>Session 15: Programme feedback and de-brief</b> Robert Harper, <i>Asia Pacific Regional Programme Manager, CPA UK</i> Zahra Soolagh, <i>Programme Officer, CPA UK</i> Priyanga Hettiarachi, <i>Sri Lanka Country Representative, WFD</i> CPA Room
15.00	Close of Day 3
<b>Friday 27 January</b>	
	WFD Programme



## Speaker Biographies



**Crispin Poyser**, *Supervising Clerk of Select Committees, House of Commons*

Crispin Poyser is currently Supervising Clerk of Select Committees in the House of Commons. From 2011 to 2016 he served as Clerk of the Overseas Office and has held a variety of posts since he entered the House of Commons in 1978. His previous positions include, Principal Clerk for Select Committees (2008 - 2011); Clerk of the Treasury Select Committee (2002 - 2005); Public Bill Office (1999 - 2002) and Clerk of the Home Affairs Select Committee (1993 - 1999). Between 2005 and 2008, Mr Poyser was seconded to the Cabinet Office. Since 2011, Mr Poyser has also served as Secretary of the Society of Clerks-at-the-Table in Commonwealth countries. He studied Jurisprudence at Oxford University.



**Dr Sarah Wollaston MP** (*Conservative*), *Chair of the Health Committee*

Dr Wollaston worked on the frontline of the NHS for twenty-four years before entering Parliament in 2010. She also spent several years as a police forensic examiner for Devon and Cornwall Police. For eleven years, Dr Wollaston worked as a GP on Dartmoor and taught junior doctors and medical students as well as examining for the Royal College of General Practitioners.

Dr Wollaston was selected as the Conservative candidate in Totnes after the country's first ever fully open postal primary - which allowed every voter in the constituency, regardless of their political affiliation, to choose the candidate - and she was elected as MP in 2010 and retained her seat in 2015.

In 2014 Dr Wollaston was elected by MPs from across both sides of the House of Commons to Chair the Health Select Committee. Following the 2015 general election she was re-elected to this position. During the last parliament the Health Committee published a number of influential reports on areas such as Children's and Adolescents Mental Health Services (CAMHS), End of Life Care and the issues for individuals and the NHS of Long Term Conditions and we are now working on many more.

Dr Wollaston was named backbencher of the year in 2014 and parliamentarian of the year in 2015.



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**Laurence Robertson MP** (*Conservative*), *Chair of the Select Committee on Northern Ireland Affairs*

Laurence Robertson has served as MP for Tewkesbury since 1997. He served in a number of shadow ministerial roles including Opposition Whip (2001-03) and Shadow Minister for Trade and Industry (2003), Economic Affairs (2003-05), Northern Ireland (2005-10). Since 2010, Mr Robertson has served as Chair of the Select Committee on Northern Ireland Affairs.



**Dr Matthew Offord MP** (*Conservative*)

Dr Matthew Offord MP was first elected as Member of Parliament for the Hendon constituency in 2010. He was subsequently re-elected in May 2015. Matthew is Chair of a number of All-party parliamentary groups and was until March 2015 a member of the Environmental Audit Committee. Dr Offord was elected a Fellow of the Royal Geographical Society in 2005. Prior to becoming a member of parliament, Matthew worked for the BBC as a political analyst and was also deputy leader of Barnet Council.



**Rt Hon Lord Dholakia OBE DL** (*Liberal Democrat*)

Lord Dholakia is a Liberal Democrat peer who was appointed to the House of Lords in 1997. Before being raised to the peerage, Lord Dholakia had a long career that included appointments with the Community Relations Commission and the Commission for Racial Equality. He is currently Deputy Leader of the Liberal Democrat Peers and has served in a number of frontbench posts, including Spokesperson for Home Affairs (1998-2007), Deputy Chief Whip (1998-2002), and Liberal Democrat Spokesperson for Communities (2007-10).



**Andrew Tuggey CBE DL**, *Chief Executive, CPA UK*

Andrew Tuggey is CPA UK's Chief Executive & Secretary, Secretary of the CPA British Islands & Mediterranean Region and is highly experienced in international outreach, parliamentary strengthening, capacity-building and parliamentary diplomacy. A former Army officer, he served as a Defence diplomat with the FCO. With a BSc (Eng), he speaks colloquial French, German, Malay and Nepalese. In addition to his parliamentary service, Andrew is Vice Lord-Lieutenant of the County of Gwent, Wales.





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**Rt Hon. David Hanson MP** (*Labour*), *Treasurer, CPA UK Executive Committee*

MP for Delyn since 1992, David Hanson has served as Minister of State for Northern Ireland (2005-07), Justice (2007-09) and the Home Office (2009-10). He has been Shadow Exchequer Secretary (2010-11), Shadow Minister for Policing (2011-13) and Shadow Minister for Immigration (2013-15). David previously served as the Parliamentary Private Secretary to Prime Minister Rt Hon. Tony Blair MP. He is also the Honorary Treasurer of the CPA UK Executive Committee.



**Meg Hillier MP** (*Labour*), *Chair of the Public Accounts Committee*

Meg Hillier is the Member of Parliament for Hackney South and Shoreditch and Chair of the Public Accounts Committee. The cross-party committee scrutinises the value for money of public spending and holds the government to account for the delivery of public services. First elected in 2005, Meg has been a junior Home Office Minister and Shadow Secretary of State for Energy and Climate Change.



**Louise Ellman MP** (*Labour*), *Chair of the Transport Committee*

Louise Ellman has been a Labour Member of Parliament representing Liverpool Riverside since 1997. She was appointed to the Chair of the Transport Select Committee in 2008. She was elected unopposed to the post in 2010 in the first select committee Chair elections, and again in 2015. She is vice-chair of the All-Party Israel Group and Labour Friends of Israel.

She continues to be interested in local government matters and is a member of the Specialist Interest Group of Municipal Authorities, which campaigns on behalf of the most impoverished urban councils.



**Graham Stringer MP** (*Labour*), *Member of the Transport Select Committee*

Graham Stringer has been a MP since 1997, representing Blackley and Broughton. He was made a Junior Minister at the Cabinet Office in 1999, responsible for public appointments, quangos, deregulation, the Ombudsman and Civil Service management. He piloted through the Regulatory Reform Bill. He became a Government Whip in 2001, responsible for the Lord Chancellor's Department, the Law Officers and Northern Ireland for the duration of a year. Since leaving the frontbench he has been an active in many committees, including the Science and Technology Committee, the Transport Committee and

the European Scrutiny Committee.







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**Karl McCartney MP (Conservative), Member of the Transport Select Committee**

Karl McCartney was elected to parliament as MP for Lincoln in the May 2010 general election. In 2012 he was elected to the Executive of the 1922 Committee by Conservative MPs. He joined the Transport Select Committee in 2012 and was re-elected to the Committee following the 2015 general election. Following the establishment of the Committee on Exiting the European Union, Mr McCartney was elected to one of the Conservative seats on the Committee.



**Jessica Bridges Palmer, House of Commons Select Committee Media Team**

Jessica Bridges Palmer has been a select committee media officer in parliament for 12 years. She is academically qualified in law, politics and science. One of the first parliamentary media officers, she has worked for most select committees over that time and now serves the Home Affairs, Work and Pensions, and Culture, Media and Sport Committees. She has also provided international inter-parliamentary communications support and training in Bangladesh, Morocco and the Ukraine.



**Dr Philippa Tudor, Clerk of Committees, House of Lords**

Dr Philippa Tudor has been a Clerk in the House of Lords since 1982, and Clerk of Committees since 2011. From 2001-2003 she was seconded to the civil service as the Government's chief adviser on the Scottish devolution settlement, and has given evidence to parliamentary committees of both Houses in that capacity as well as as a Clerk. She has sat at the Table of the House of Lords for 20 years, and was the first woman to do so.



**Julie Elliott MP (Labour)**

Julie Elliott is the Member of Parliament for Sunderland Central, first elected in 2010. Julie was a Shadow Minister for Energy and Climate Change from 2013-2015. Prior to this, Julie served as Parliamentary Private Secretary to Caroline Flint as Shadow Energy Secretary. From 2011-2013, Julie sat on the Business Innovation and Skills Select Committee. She also served on the European Scrutiny Committee. Julie currently sits on the Culture, Media and Sport Select Committee. Before being elected as a Member of Parliament, Julie was a

regional organiser for the Labour Party.





## HOUSES OF PARLIAMENT



**Richard Bacon MP** (*Conservative*) *Vice-Chair, Public Accounts Committee*

Richard Bacon MP is the Member of Parliament for South Norfolk. Before his election to Parliament in 2001, he worked in investment banking, journalism and consultancy. He is Vice-Chair of the House of Commons Public Accounts Committee, on which he has served since 2001. He has twice been named the Spectator magazine's 'Parliamentarian of the Year', while parliamentary colleagues have voted him the House Magazine 'Backbencher of the Year' and 'Commons Select Committee Member of the Year'. He chairs the All-Party Parliamentary Group on Self-Build, Custom and Community House-Building and the All-Party Parliamentary Group on Iran. He is the co-author of the book

'Conundrum: Why every government gets things wrong and what we can do about it', published by Biteback Publishing in 2013.



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