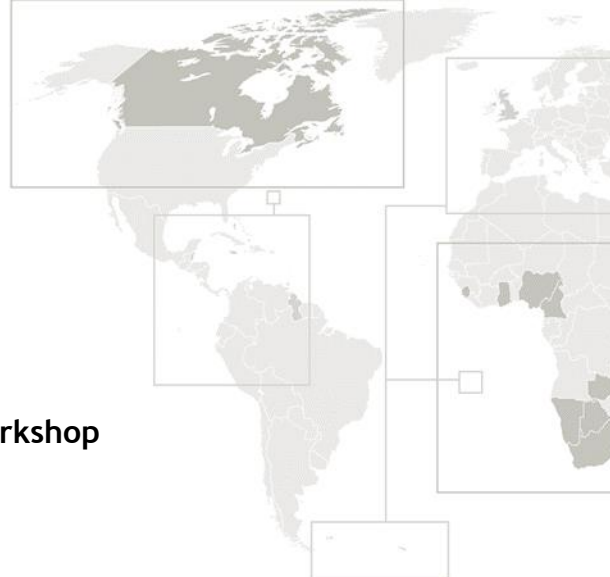




**Public Accounts Committee Workshop  
4 - 6 April 2016  
The Valley, Anguilla**

**Report**





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## Background

1.01. CPA British Islands & Mediterranean Region (CPA BIMR) organised an Election Observation Mission to the General Election in Anguilla (April 2015) and a subsequent Post-Election Seminar (August 2015). Following the successful delivery of the two programmes, the House of Assembly requested support from CPA UK in coordinating a series of activities forming part of a three year Parliamentary Partnership Programme (PPP) with the UK Parliament (2015-2018).

1.02. The PPP will empower and support Members and Officials of the House of Assembly to implement the 2015-2020 Strategy through access to procedural support, capacity building workshops and international parliamentary networks in delivering solutions to challenges specific to small legislatures. The House of Assembly's 2015 - 2020 Outline Strategy and Work-plan, as agreed by a Committee of the whole House (October 2015), will create a more capable and efficient House of Assembly office, support the progression towards a more effective House of Assembly, and engender respect for, and an appreciation of its work by Members and the Public.

1.03. The first agreed activity of the wider PPP was a visit from the Chair, Members and Clerk and of the newly reconstituted Anguilla Public Accounts Committee, accompanied by a Youth Parliamentarian. The visit was held in Westminster on 1-5 February 2016.

1.04. The second agreed activity of the PPP was a Public Accounts Committee (PAC) Workshop facilitated by CPA UK and formulated with input from the Anguilla House of Assembly, Anguilla Public Accounts Committee and Wales Audit Office. The Workshop was held in the Anguilla House of Assembly on 4 - 6 April 2016. Details of this activity are included in this report.

1.05. The Workshop was attended by around 70 stakeholders, including ten of the eleven parliamentarians constituting the House of Assembly, public servants and members of the local community. An invitation to attend the Workshop was extended from the Anguilla House of Assembly to the Virgin Islands (UK) House of Assembly, following the participation of new Members from the Virgin Islands (UK) in CPA BIMR's Post-Election Seminar (PES) in August 2015. One of the Members who attended the PES attended the Workshop. Two UK MPs and one Clerk from the National Assembly for Wales acted as resource persons and facilitated the discussions.

1.06. The Workshop was opened by the HE Christina Scott, Governor of Anguilla and championed by the Leadership of Parliament. It provided an excellent platform for the exchange of knowledge and practice between parliamentary colleagues from the UK and Anguilla. It also helped lay solid foundations for the functioning of the newly reformed Public Accounts Committee (PAC) in Anguilla by bringing together all stakeholders involved in the work of the PAC to introduce the functions of the Committee and facilitate open, frank discussions about the role of the PAC going forwards.





1.07. The programme was co-funded by the Anguilla Governor's Office and CPA UK and hospitality was provided by the Anguilla House of Assembly.

## Delegation

2.01. The UK delegation participating in the workshop was:

- a. Rt Hon. Fiona Mactaggart MP (*Lab*) - Delegation Leader.
- b. Kevin Foster MP (*Con*).
- c. Fay Buckle, Clerk, Public Accounts Committee, National Assembly for Wales.
- d. Helen Gardner, Delegation Secretary, CPA UK.
- e. Also in attendance: Hon. Melvin Turbull MHA, Member of the Virgin Islands (UK) PAC.

2.02. The Anguilla Public Accounts Committee Members and Clerk are:

- a. Hon. Palmavon Webster MLA, (*Independent*) Chair, Public Accounts Committee & Leader of the Opposition.
- b. Hon. Evalie Arlene Bradley MLA, (*Anguilla United Front*) Ministerial Assistant, Ministry of Home Affairs, Natural Resources, Lands and Physical Planning.
- c. Hon. Paul Harrigan MLA, (*Independent*) Second Nominated Member, Public Accounts Committee, Member Legislative Rules Revision Committee<sup>1</sup>.
- d. Hon. Terry Harrigan MLA, (*Anguilla United Front*) First Nominated Member, Deputy Speaker.
- e. Lenox Proctor, Clerk, Public Accounts Committee & Clerk, Anguilla House of Assembly.

## Aim & Objectives

3.01. **Aim.** To conduct an informative and inclusive introduction for all stakeholders to the role and remit of PACs.

3.02 **Objectives.** A supporting and interlocking set of objectives that will clarify and inform all participants on their roles, relationships and responsibilities towards the Committee; specifically to:

- a. **Objective 1.** Provide a comprehensive introduction of the role and functions of the PAC to the Speaker and Members of the Anguilla House of Assembly, Accounting Officers and Permanent Secretaries of Government departments and other relevant stakeholders.
- b. **Objective 2.** Facilitate discussion, build relationships and understanding between the PAC and relevant partners such as the Audit Office, Accounting Officers, and civil servants of Government departments on their role, and remit in relation to the PAC.

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<sup>1</sup> Hon. Paul Harrigan MLA was unable to participate in the Workshop due to other commitments.





- c. **Objective 3.** Facilitate discussion to create a framework for the implementation of international good practice in oversight of the Executive related to Public Accounts in an Anguillian context.

## Summary

4.01. This programme was successful in enabling frank and open discussion between members of the UK delegation, participants from the Anguilla House of Assembly and other stakeholders in the work of the PAC, including representatives from the Public Service and civil society organisations. The programme enabled all participants to better understand the function of the PAC and their role and responsibilities towards the Committee and its scope of work. The programme also provided an opportunity for participants to discuss their reservations and preconceptions around the PAC and identify ways for the Committee to work moving forwards.

4.02. The programme enabled the UK delegation to gain a greater understanding of the challenges faced by the Anguilla House of Assembly in developing stronger oversight practices in public financial management. The delegation also gained insights into the political dynamics following the April 2015 elections and the current constitutional reform exercise. It is hoped that these discussions and reflections will contribute to informed discussions with UK colleagues upon the delegation's return to the UK.

4.03. Drawing on the wide range of experiences of the participating Members and Clerks, discussions helped identify some of the potential issues faced by the PAC and highlighted good practice for public accounts committees. Discussions addressed the following topics: the framework of horizontal accountability involving the Executive, Legislature and Supreme Audit Institution, the powers and privileges of committees, the role public servants play in relation to the PAC, the specific challenges faced by a PAC in a small legislature, and the effects of partisan politics on parliamentary accountability mechanisms. The issue of limited resources available to the PAC, the selection of topics for inquiries as well as the involvement of the public in these inquiries were also addressed during the Workshop sessions.

4.04. The programme helped create momentum for the PAC embarking on its first inquiry. It also helped the PAC build supportive relationships with stakeholders, thus laying a solid foundation for the success of the Committee. It also helped re-affirm the UK Parliament's commitment to supporting the Anguilla House of Assembly to implement its 2015-2020 Strategy as requested by the House.

4.05. CPA UK is working with the Anguilla House of Assembly to source a Clerk from the UK Parliament or devolved legislatures to support the House of Assembly in the development of the Strategic Plan, to continue strengthening the work of the PAC and the House of Assembly overall.

## Programme Comments





## 5.01. The Role, Remit and Functions of the PAC.

- a. A key focus for sessions and discussions throughout the programme was the role of the PAC and the scope of its work. The Legislative Assembly (Procedure) Rules of Anguilla have provided for a PAC since 1976, but since its establishment, the Committee has struggled to function effectively. A lack of Backbench Members, difficulties in achieving cross party consensus and misconceptions about the role of the Committee all contributed to the unsuccessful functioning of the PAC. The current PAC was re-established following the April 2015 general elections in Anguilla and as a result, general awareness of the Committee and its valuable function was low.
- b. HE the Governor Christina Scott opened the Workshop, reiterating her full support for the newly reformed Committee. She commented that it was hard to overstate the importance of the PAC to a flourishing democracy in driving performance, behaviour and accountability. She highlighted that the onus of the PAC is first on senior civil servants, who then drive performance throughout the public service.
- c. The Chief Minister, Hon. Victor Banks MLA, echoed the Governor's comments and raised the issue of accountability for all stakeholders involved in the management of public funds, related to a clear understanding of the roles and responsibilities of every individual. The Hon. Speaker of Parliament, Leroy Rogers MLA, seconded his comments, highlighting the importance of training for every individual in their respective roles, and affirming the House of Assembly's commitment to providing appropriate training.
- d. Rt Hon. Fiona Mactaggart MP, from the UK delegation gave an overview of the role of the UK PAC within the public financial management framework of Parliament. She focused on the key role of the Opposition in chairing the PAC, bringing a 'healthy skepticism' and independence to the Committee. Hon. Evans Rogers MLA, former Chair of the Anguillian PAC, commented on the importance of ensuring that the functioning of the PAC was tailored to the unique Anguillian context. The Westminster PAC model has good intentions but cannot be adopted as a one size fits all approach. He particularly highlighted the significance of clear guidelines for setting the Committee's agenda. Clear guidelines would allow the PAC to select inquiries transparently, avoiding the potential pitfalls of sensitive issues and political bias.

## 5.02. Relationship between the PAC and the Supreme Audit Institution (SAI).

- a. John Herniman, Chief Auditor and Iolo Llewellyn, Audit Manager, both of the Wales Audit Office (WAO) provided an overview of the work of the office to participants via video link. The WAO is the Supreme Audit Institution for the PAC in Anguilla, contracted to audit the public accounts of the Government of Anguilla under the Financial Administration and Audit Act 2010. Mr Herniman gave an update on their work, with the most recent report on the Government of Anguilla Consolidated Fund certified for 2011, with 2012 and 2013 nearing completion. The Chief Auditor produces a report on completion of each year's consolidated fund accounts to the House







of Assembly and reports audits of agencies to the relevant agency, Minister and the House of Assembly.

b. Mr Herniman discussed the relationship between the PAC and the Audit Office, which will be open for the Committee to determine going forwards. He outlined possible areas of future inquiry for the Committee, based around the findings of the financial audit. Fay Buckle, Clerk of the PAC in the National Assembly for Wales then gave an overview of the Welsh PAC's relationship with the WAO. She highlighted the extent of the support given by the WAO and how the Committee use the Office's expertise to identify areas for inquiry, formulate questions for evidence sessions and draft reports. Mr Claudel Romney, a former nominated Member of the House of Assembly and former PAC Member then discussed the internal audit arrangements in Anguilla and collaboration with the external auditors. Mr Romney is Principal of BDO, an international network of public accounting, tax and advisory firms who provide internal audit services in Anguilla.

## 5.03. Politicisation of PAC Inquiries.

a. A key theme of discussions throughout the programme was the risk of the PAC becoming a political instrument of the Opposition. Given the role of the only Opposition Member of the House of Assembly as Leader of the Opposition and Chair of the PAC, many participants raised concerns that the PAC would be used as a tool to attack the Government. Hon. Palmavon Webster MLA, PAC Chair, stated that the two roles were for her very separate and that as Chair of the PAC she acted non-politically as a Parliamentarian, in the best interests of the people of Anguilla.

b. Kevin Foster MP underlined that the remit of the PAC was to examine the implementation of policy in terms of efficiency and value for money, rather than to scrutinise the policy itself. He highlighted that appropriate guidelines for selecting PAC inquiries and defining their scope are important in allowing the Committee to examine objectively efficiency, economy and effectiveness in the Civil Service.

c. Discussions also focused on Membership of the PAC. In the Anguillian context, the PAC includes one Government Member, alongside the two nominated Members and the Leader of the Opposition, which allows for cross-party scrutiny in inquiries. UK MPs emphasised the importance of consensus for a fully effective PAC. Reports published with unanimous support from all Committee Members are more effective in presenting a balanced and objective account and inducing a substantial Government response to its recommendations. Discussions reiterated at length the importance of Committee Members acting independently and impartially to ensure the credibility and efficacy of the Committee's work.

## 5.04. Relationship with the Public Service.

a. Two sessions targeted specifically at Public Servants addressed the relationship between the PAC and the Public Service. Deputy Governor, Hon. Stanley Reid, who holds responsibility for





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the Public Service as a whole, gave a thorough overview of the duties and expectations of Public Servants. Mr Reid focused on accountability in decision-making, reminding participants of responsibility at every level in the service. He acknowledged the temptation to pass responsibility up to senior levels of the service or Ministers but urged attendees to take responsibility for decisions they make, for which they will be held directly accountable by the PAC.

b. Deputy Governor Designate, Mr Perin Bradley, underlined that the PAC is another mechanism to ensure efficiency within the Public Service, alongside existing frameworks, guidelines and principles.

c. Discussions also focused on the benefits of the PAC to the Public Service. UK Members commented that the PAC should be a ‘critical friend’ to the Public Service and has a unique opportunity to provide constructive feedback through its recommendations. The Committee is also well placed to identify systemic failures throughout the Service, make recommendations and put pressure on Government to address these issues. Participants agreed that the PAC and the Public Service were on the same side in ensuring economy, efficiency and effectiveness in public financial management.

d. Hon. Palmavon Webster emphasised that the PAC was also a means of lauding good work within the service, and that this would be a priority for the Committee under her Chairmanship. Future PAC inquiries will take both written and oral evidence, providing a platform for Public Servants to explain their work and feed into inquiries to improve the Public Service.

### 5.05. Opportunities for wider public involvement with the PAC.

a. In a session with representatives from civil society organisations, discussions focused on ways the local community and other stakeholders could contribute to future PAC inquiries. UK Members outlined the process in the UK for gathering evidence before Committee hearings. The Committee issues an open call for the submission of written evidence, before selecting witnesses to invite to give oral evidence before the Committee. Members of the Anguilla PAC highlighted that they would operate a similar procedure, and actively encouraged submissions from the local community. Participants were also invited to contact Committee Members with suggestions for inquiries to be considered by the PAC.

b. The PAC and the UK delegation met with Members of the Anguilla Youth Parliament (MYPs) to discuss opportunities for their involvement with the Committee. The Youth Parliament aims to increase the pool of informed future Parliamentarians on the island and to ensure continuity in parliamentary training and development to avoid a loss in valuable knowledge. The possibility was raised of MYPs assisting the PAC with Committee administration, research and inquiry preparation, possibly in return for a small stipend. Marejah Smith, Leader of the Opposition, Anguilla Youth Parliament, encouraged MYPs to get involved in and support the Committee, having benefitted herself from attending the visit of the Chair, Members and Clerk of the PAC to Westminster.

### 5.06. Conducting Effective Evidence Sessions.







- a. The programme included a Westminster style committee evidence session related to the provisions for Civil Emergencies in Anguilla. The aim of this activity was to familiarise the Anguillian Members, Clerk and observing Public Servants with the proceedings of a committee hearing. Following a briefing by the Acting Chair of the Committee, Rt Hon. Fiona Mactaggart MP, and the Acting Clerks, Fay Buckle and Lenox Proctor, the Committee took evidence from a panel of four witnesses representing the Department for Disaster Management, the Royal Anguilla Police Force, the Anguilla Red Cross and the Community Emergency Response Team. The questions addressed the cooperation between partner departments and agencies involved in disaster management, the funding and provisions for emergency planning and the role of the voluntary sector.
- b. This was a particularly helpful exercise and was successful in demonstrating the practical workings of an evidence session. The exercise illustrated the need for effective preparation prior to an evidence session to ensure witnesses and Committee Members agreed on key evidence, allowing them to probe deeper into the situation without spending time querying facts. The session also helped illustrate the importance of the role of the Committee Chair in setting the tone for the inquiry and working with Members to ensure effective follow up on questions. In addition, this activity demonstrated the active role the Committee Clerk plays in terms of briefing the Chair and Members, as well as his/her role during the evidence session. It also helped emphasise how inquiries can fulfil an information gathering role, identifying wider issues within an area, for example in cross-departmental communication. The exercise gave a dynamic example of how Parliaments can effectively hold public servants and the Executive to account for the efficiency of public spending.
- c. The report-back session from the Westminster style committee hearing discussed possible recommendations arising from the inquiry, as well as the importance of holding private meetings ahead of public sessions. These pre-meetings allow the Committee to agree on a list of suggested questions to ask the witnesses and allocate lines of questioning between Members to use the time of both the Members and witness in the most productive way.

### 5.07. Constitutional Reform.

- a. The newly reformed PAC exists within a context of a planned constitutional reform in the Parliament of Anguilla. After the 2015 election the new Anguilla United Front Government set up a Constitutional and Electoral Reform Committee to revise reports and draft constitutions prepared in the past 15 years. The Committee represents the fifth constitutional reform exercise since 2000. The Constitutional and Electoral Reform Committee is considering the constitutions and provisions of other British Overseas Territories, including the Turks and Caicos Islands and the Virgin Island (UK), as possible sources for constitutional reform in Anguilla.
- b. Chair, Don Mitchell QC CBE, gave a thorough overview of the work of the Committee, which is currently preparing a draft discussion document. The existing 1982 Anguilla Constitution





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does not provide for the PAC, and its provisions as defined in the Legislative Assembly (Procedure) Rules do not allow for the involvement of civil society or give the power to coopt members, which would be a useful tool in managing the constraints of small legislatures where there are limited numbers of Backbenchers

c. The Constitutional and Electoral Reform Committee proposes that the PAC should play a key role in any new constitution. Draft documents for discussion currently propose the Committee should co-opt two experts in public finance as Committee Members and have the power to invite any person to assist in the work of the Committee, which will be published for consultation shortly.

d. On the issue of co-opting lay members to serve on the PAC, the Rt Hon. Fiona Mactaggart MP argued that co-opted members should not necessarily be public finance experts, but rather representatives from the local community. She commented that the strength of the PAC came from its focus on value for money for taxpayers and citizens, which was most strongly executed by representatives of the public.

### Programme

Sunday 3 April - Arrival Day	
Pm	Briefing with the delegation secretary
Monday 4 April - Introducing the Public Accounts Committee and the role of Parliament	
	<i>Arrive at House of Assembly, The Valley, Anguilla</i>
0830	<b>Briefing with Anguilla PAC (Objective 3)</b> Opportunity for UK delegation to meet with Anguillian colleagues and discuss focus and desired outcomes for the programme. <ul style="list-style-type: none"> <li>Chair: Hon. Palmavon Webster MLA</li> </ul>
0900	<b>Opening session (Objective 1)</b> Welcome and introduction to the programme by the Anguilla House of Assembly. Suggested Speakers: <ul style="list-style-type: none"> <li>HE Christina Scott, Governor</li> <li>Hon. Stanley E Reid, Deputy Governor</li> <li>Hon. Victor F. Banks MLA, Chief Minister</li> <li>Hon. Leroy Rogers MLA, Speaker</li> <li>Hon. Palmavon Webster MLA , Chair, Public Accounts Committee</li> <li>Rt Hon. Fiona Mactaggart MP</li> </ul>
0945	<i>Tea/coffee</i>
1000	<b>Setting the scene (Objective 1)</b>





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	<p>This session will introduce the public financial management landscape in Parliament. It will examine the importance of the Public Accounts Committee (PAC), the scope of PAC activity and the pivotal role of parliament in budget and expenditure. It will outline the provisions for and powers of the PAC within the House of Assembly.</p> <p>Suggested Speakers:</p> <ul style="list-style-type: none"> <li>• Hon. Victor F. Banks MLA, Chief Minister</li> <li>• Hon. Palmavon Webster MLA , Chair, Public Accounts Committee</li> <li>• Rt Hon. Fiona Mactaggart MP, UK delegation</li> <li>• Kevin Foster MP, UK delegation</li> </ul>
1100	<p><b>The House of Assembly and the Audit Office (Objective 2)</b></p> <p>This session will provide an overview of the work of the Wales Audit Office in Anguilla, including how, why and when audit reports are produced. The session will also focus on the relationship between the Audit Office and the PAC and their future programme of work.</p> <p>Suggested speakers:</p> <ul style="list-style-type: none"> <li>• John Herniman, Wales Audit Office (participation via video link)</li> <li>• Claudel Romney, Principal of BDO, former nominated Member, former PAC Member</li> <li>• Kevin Foster MP, UK delegation</li> <li>• Fay Buckle, Clerk, Public Accounts Committee, National Assembly for Wales, UK delegation</li> </ul>
1200	<p><i>Lunch</i></p> <p><i>Hosted by Hon. Victor F. Banks MLA, Chief Minister</i></p>
1345	<p><b>Specific session: House of Assembly</b></p> <p><b>The role of the PAC (Objective 1)</b></p> <p>This session will examine in detail the remit, scope and focus of a PAC. It will focus on the PAC framework of horizontal accountability involving the Executive, Legislature and Audit Office as well as good practice in public financial management and PACs internationally.</p> <ul style="list-style-type: none"> <li>• Hon. Palmavon Webster MLA , Chair, Public Accounts Committee</li> <li>• Hon. Melvin Turnbull MHA, Virgin Islands (UK)</li> <li>• Kevin Foster MP, UK delegation</li> <li>• Fay Buckle, Clerk, Public Accounts Committee, National Assembly for Wales, UK delegation</li> </ul>
1445	<p><i>Tea/coffee</i></p>
1500	<p><b>Specific session: House of Assembly</b></p> <p><b>Role of Members in relation to the PAC (Objective 1)</b></p>





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	<p>This session will look at the cycle of work of the PAC and the inquiry process. It will outline the delivery of PAC reports and recommendations and the Government response to reports. The session will detail the PAC's future programme of work.</p> <ul style="list-style-type: none"> <li>• Hon. Palmavon Webster MLA , Chair, Public Accounts Committee</li> <li>• Hon. Evalie Bradley MLA, Member, Public Accounts Committee</li> <li>• Rt Hon. Fiona Mactaggart MP, UK delegation</li> </ul>
1600	<i>End of day</i>
<b>Tuesday 5 April - The PAC and the Civil Service</b>	
	<i>Arrive at House of Assembly, The Valley, Anguilla</i>
0830	<p><b>Specific session: Permanent Secretaries and Heads of Departments</b></p> <p><b>The role of the PAC (Objective 1)</b></p> <p>The session will look in detail at the role, remit, and focus of a PAC within the framework of public financial management. It will focus on good practice internationally and the key role of the Civil Service in the accountability process.</p> <ul style="list-style-type: none"> <li>• Hon. Palmavon Webster MLA , Chair, Public Accounts Committee</li> <li>• Hon. Stanley E Reid, Deputy Governor</li> <li>• Perin Bradley, Deputy Governor Designate</li> <li>• Rt Hon. Fiona Mactaggart MP, UK delegation</li> </ul>
1000	<i>Tea/coffee</i>
1030	<p><b>Specific session: Permanent Secretaries and Heads of Departments</b></p> <p><b>The role of Government Departments in relation to the PAC (Objective 1)</b></p> <p>This session will introduce the cycle of work for the PAC, the inquiry process and PAC reports, with a focus on the role of Government Departments. It will examine the aim of Committee hearings and outline the conduct of inquiries. The session will provide practical guidance for Accounting Officers and departments on giving evidence to the PAC and acting as a witness in inquiries.</p> <ul style="list-style-type: none"> <li>• Hon. Evalie Bradley MLA, Member, Public Accounts Committee</li> <li>• Hon. Anthony P. La Ronde, Chief Parliamentary Counsel Attorney General's Chambers</li> <li>• Hon. Melvin Turnbull MHA, Virgin Islands (UK)</li> <li>• Kevin Foster MP, UK delegation</li> </ul>
1200	<p><i>Lunch</i></p> <p><i>Hosted by Hon. Palmavon Webster MLA, Leader of the Opposition</i></p>
1300	<p><b>Mock Committee briefing (Objective 2)</b></p> <p>Short briefing on the Mock Committee exercise</p> <ul style="list-style-type: none"> <li>• Rt Hon. Fiona Mactaggart MP, Acting Chair, UK delegation</li> </ul>





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	<ul style="list-style-type: none"> <li>Fay Buckle, Acting Committee Clerk, UK delegation</li> <li>Lenox Proctor, Acting Committee Clerk</li> </ul>
1330	<b>Mock Committee (Objective 2)</b> A practical role-play exercise using the techniques discussed during the workshop <ul style="list-style-type: none"> <li>Rt Hon. Fiona Mactaggart MP, Acting Chair</li> <li>Fay Buckle, Acting Committee Clerk</li> <li>Lenox Proctor, Acting Committee Clerk</li> </ul>
1430	<i>Tea/coffee</i>
1500	<b>Report-back session (Objective 2)</b> Feedback session to identify key lessons learned from the practical exercise and identify areas for further support and cooperation between all stakeholders involved with the PAC <ul style="list-style-type: none"> <li>Rt Hon. Fiona Mactaggart MP, Acting Chair, UK delegation</li> <li>Fay Buckle, Acting Committee Clerk, UK delegation</li> <li>Lenox Proctor, Acting Committee Clerk</li> </ul>
1600	<i>Break</i>
1700	<b>Specific session: Youth Parliamentarians</b> <b>The role of the PAC (Objective 1)</b> This session will give an overview of the scope and remit of the PAC within the House of Assembly and its upcoming programme of work. Participants will then have the opportunity to discuss how the Anguilla Youth Parliament can get involved in the process and best support the Committee. <ul style="list-style-type: none"> <li>Marejah Smith, Leader of the Opposition, Anguilla Youth Parliament</li> <li>Hon. Terry Harrigan, Member, Public Accounts Committee</li> <li>Kevin Foster MP, UK delegation</li> <li>Fay Buckle, Clerk, Public Accounts Committee, National Assembly for Wales, UK delegation</li> </ul>
1800	<i>Break</i>
	<i>Dinner for UK Members hosted by HE the Governor Christina Scott</i>
<b>Wednesday 6 April - The PAC and the Wider Community</b>	
	<i>Arrive at House of Assembly, The Valley, Anguilla</i>
0830	<b>Civil Society Organisations (Objective 1)</b> This session will provide an overview of the work of the PAC to members of Civil Society Organisations (CSOs) and the local community, focussing on how Civil Society can best engage with the Committee. It will look at Civil Society's role in supporting the PAC in vital community outreach as well as how CSOs and members of the local community can





	<p>inform PAC inquiries.</p> <ul style="list-style-type: none"> <li>• Hon. Palmavon Webster MLA , Chair, Public Accounts Committee</li> <li>• Don Mitchell QC CBE</li> <li>• Hon. Melvin Turnbull MHA, Virgin Islands (UK)</li> <li>• Rt Hon. Fiona Mactaggart MP, UK delegation</li> </ul>
1000	<i>Tea/coffee</i>
1030	<p><b>Media briefing (Objective 1)</b></p> <p>This session will provide an informal briefing to local media on the role, remit and scope of the newly reformed PAC. It will look at how the media can best engage with the PAC and their role in supporting the Committee as part of the accountability process.</p> <ul style="list-style-type: none"> <li>• Hon. Palmavon Webster MLA Chair, Public Accounts Committee</li> <li>• Hon Evalie Bradley MLA Members, Public Accounts Committee</li> <li>• Rt Hon. Fiona Mactaggart MP, UK delegation</li> <li>• Kevin Foster MP, UK delegation</li> </ul>
1115	<p><b>Practical session</b></p> <p><b>PAC Surgeries (Objective 3)</b></p> <p>In this session, the Chair, Members and Clerk of the Anguilla PAC will divide into small groups, each facilitated by a member of the UK delegation, to identify challenges and issues raised during the programme and examine possible solutions.</p>
1215	<p><i>Lunch</i></p> <p><i>Hosted by Hon. Leroy Rogers MLA, Speaker</i></p>
1330	<p><b>Practical session</b></p> <p><b>PAC Inquiries (Objective 3)</b></p> <p>This session will provide an opportunity for the UK delegation and the Anguilla PAC to informally discuss the Committee's proposed first inquiry and future programme of work.</p> <ul style="list-style-type: none"> <li>• Chair: Hon Palmavon Webster MLA</li> </ul>
1445	<i>Tea/coffee</i>
1515	<p><b>Practical session (Objective 3)</b></p> <p><b>Debrief with Anguilla PAC</b></p> <p>An opportunity for UK participants and Anguillian counterparts to feed back on the programme, identify key lessons learned and discuss areas for future work</p>
1600	<i>Break</i>
1800	<p><b>Evening Reception</b></p> <p>Hosted by HE Christina Scott, Governor</p> <p><i>Government House</i></p>







2000	<i>End of programme</i>
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## Media Coverage

7.01. CPA UK used Twitter to promote the programme in real time

[https://twitter.com/CPA\\_UK/status/717018384735604737](https://twitter.com/CPA_UK/status/717018384735604737), with engagement from the Rt Hon. Fiona Mactaggart MP, HE Governor Christina Scott and Helen Clark, UNDP Administrator amongst others. Articles on the programme were published in *The Anguillian*, an independent weekly newspaper in Anguilla, available [here](#)<sup>2</sup> and [here](#)<sup>3</sup>. The Rt Hon. Fiona Mactaggart MP gave a live radio interview to Radio Anguilla and wrote a diary about the visit in House Magazine upon her return. The Workshop was referenced on the Facebook page of the Governor's Office of Anguilla.<sup>4</sup>

## Outcomes & Follow-up Activities

8.01. To monitor the immediate impact of the training, CPA UK distributed pre and post-assessment forms to Members of the PAC and assessment forms to all other participants. The pre and post-assessment forms assessed the change in understanding experienced by participants over the course of the Workshop, through self-evaluation. Participants were asked to rate their understanding of 10 topics and issues to be covered in the Workshop, from 1 (little understanding) to 5 (expert). A quantitative analysis of the data showed a particular increase in understanding related to the committee inquiry process and the delivery of reports and recommendations, with the number of participants rating their knowledge as 4 increasing from 33.3% to 100%. Comments in post-assessment forms rated the Westminster style committee exercise particularly highly, with one PAC Member commenting they “found the Mock Committee session very useful... We can learn much from the methods and processes in the mock exercise”. The Anguilla PAC has never before held a committee inquiry and this analysis indicates the Workshop had a tangible effect on the participants’ level of expertise and understanding of committee hearings.

8.02. The programme achieved its objective to inform and involve all stakeholders as to the role and functions of the PAC and their responsibilities towards the Committee. Sessions with Members of the House of Assembly, Public Servants, civil society organisations and the media explored the remit of the PAC in detail, from the responsibilities of PAC Members to gathering evidence and holding inquiries.

8.03. A particular aim of the programme was to build supportive relationships between Anguillian and UK Members, officials and stakeholders in the work of the PAC. Fay Buckle, PAC Clerk, National Assembly for Wales, met with John Herniman of the Welsh Audit Office (WAO) on her return to discuss ways the WAO can best support the Anguilla PAC, facilitating a constructive bilateral relationship for the PAC.

<sup>2</sup> <http://theanguillian.com/2016/04/public-accounts-committee-not-a-tool-of-terror/> (Accessed 14/04/16).

<sup>3</sup> <http://theanguillian.com/2016/04/improving-accountability/> (Accessed 14/04/16).

<sup>4</sup> <https://www.facebook.com/goanguilla/photos/a.172457606270187.1073741829.168526109996670/537734663075811/?type=3> (Accessed 14/04/16).





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The programme also enabled constructive exchanges between the PAC and stakeholders involved in the work of the Committee. These exchanges fostered transparent, informative and collaborative debate on the PAC's future work and role. Further exchanges will be encouraged with a view to cementing long-term supportive relationships.

8.04. The programme served to build supportive relationships between the PAC, the Anguilla House of Assembly and the UK Parliament. Kevin Foster MP referenced the Anguilla Public Accounts Committee and the office of the Governor in a debate in the House of Commons on Tax Evasion and Avoidance<sup>5</sup> following discussions during the visit, raising the profile of Anguilla in the UK Parliament.

8.05. CPA UK will continue its engagement with the Anguilla House of Assembly as part of the wider Parliamentary Partnership Programme. The next activity will take the form of support for the development of the House of Assembly's Strategic Plan. Sessions, discussion and assessment forms completed by participants from the second activity will inform the third PPP activity. Future work with the House of Assembly aims to provide support in:

- a. Reviewing best practice models for parliamentary administration and identifying benchmarks for the House of Assembly.
- b. Conducting a gap analysis to assess the House Administration's current position.
- c. Developing the Strategic Plan for the House based on this research, including vision, mission, objectives and activities.

8.06. A debrief meeting will take place on 26 April 2016. The aim of the meeting is to report back on findings to representatives from the Overseas Territories Directorate, Foreign and Commonwealth Office and House of Commons as well as for the delegation to assess ways forward in terms of future support and areas of work with the Anguilla House of Assembly.

### Funding Breakdown

9.01. Programme costs were shared between CPA UK and the Anguilla Governor's Office. The Anguilla House of Assembly kindly provided in-programme catering.

### Acknowledgements

10.01. CPA UK thanks the Office of the House of Assembly, members of the UK delegation, Members of the Anguilla House of Assembly, members of the Anguilla Public Service, representatives from the media and civil society organisations, Youth Parliamentarians and Hon. Melvin Turnbull MHA, Virgin Islands (UK), who all contributed to the informative and valuable discussions as part of the programme. CPA UK would

<sup>5</sup> <https://hansard.parliament.uk/Commons/2016-04-13/debates/16041336000001/TaxAvoidanceAndEvasion#contribution-16041341000058> (Accessed 22/04/16).





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also like to thank the Anguilla Governor's Office, Anguilla House of Assembly and Overseas Territories Directorate, Foreign and Commonwealth Office for their support.

### About CPA UK

11.01. 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.





## Delegation Biographies

**Rt Hon. Fiona Mactaggart MP** (*Labour*), *Member, Intelligence and Security Committee*



Fiona was the Founder and is the secretary of the All-Party Parliamentary Group on Prostitution and the Global Sex Trade, and is the Co-Chair of the All-Party Parliamentary Group on Human Trafficking/Modern Day Slavery. She is Chair of the All-Party Parliamentary Group on Anguilla.

Fiona has served as a Member of the House of Commons Health Committee, the Children, Schools and Families Committee, Public Accounts Committee and Public Administration Committee. Fiona previously held the portfolio of Shadow Minister for Women and Equalities and also served as Chair of the Women's Parliamentary Labour Party.

Prior to entering Parliament, Fiona was National Secretary of the National Union of Students, General Secretary of the Joint Council for the Welfare of Immigrants, and Chair of Liberty for two years. She secured a right of appeal against deportation for those living in the UK for more than seven years. Fiona also worked for the National Council for Voluntary Organisations and was an inner London primary school teacher and a university lecturer.

**Kevin Foster MP** (*Conservative*), *Member, Public Accounts Committee*



Kevin Foster was elected MP for Torbay in 2015. He is a Member of the Backbench Business, Ecclesiastical and Public Accounts Committees. Mr Foster also chairs the Conservative Backbench Policy Committee on Northern Ireland.

Kevin is also a Member of the All-Party Parliamentary Group for Education and the All-Party Parliamentary Group on Haemophilia and Contaminated Blood.

Prior to entering Parliament, Kevin studied a BA in Law and an MA in International Economic Law at Warwick University and was called to the Bar in 2002 having completed the Bar Vocational Course. He was the Assistant to Philip Bradbourn MEP, following which he began working for Coventry City Council, where he held a range of positions including a two year role as Deputy Leader of the Council.

**Ms Fay Buckle** *Clerk, Public Accounts Committee, National Assembly for Wales*





Fay is currently Clerk to the National Assembly for Wales Public Accounts Committee and has responsibility for supporting the Committee in ensuring that proper and thorough scrutiny is undertaken of the Welsh Government's expenditure. Fay has wide experience of assisting the Committee in exploring issues relating to value for money, probity and governance, supporting it to fulfil its role in ensuring public money is spent efficiently. Within this role Fay has responsibility for managing the relationship between the Committee, the Auditor General for Wales and his staff and the Welsh Government.

Previously Fay has been a Clerk to the National Assembly for Wales Legislation Committees, assisting Members in scrutinising and amending Welsh Government legislation, and providing support to individual Assembly Members on Member Proposed Legislation.

Prior to joining the National Assembly for Wales Fay was a Committee Clerk in local government, working with a range of committees across three local authorities. Fay has a BA (hons) in History and an MSc in Public Policy and Evaluation.

## **Ms Helen Gardner** *Programme Officer, International Outreach Team, CPA UK*



Helen is currently a Programme Officer in the International Outreach Team, CPA UK, working across all CPA regions to deliver a variety of programmes on parliamentary strengthening and diplomacy. Prior to joining CPA in 2014 as part of the Conferences and Projects Team, Helen worked for a Social Justice NGO in Barcelona coordinating international volunteer projects, with a focus on anti-Hate Speech and Peace Education programmes.

She holds an MA (Hons) in French and Spanish from the University of Edinburgh and speaks Spanish, French and Catalan.

