



UK

OVERSEAS TERRITORIES

PROJECT

Visit of the Public Accounts Committee Parliament of Bermuda

UK Parliament, London
National Assembly for Wales, Cardiff
29-31 January, 2018



Report



Funded by
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SUMMARY

The Chair, Members and Clerk of the Public Accounts Committee of the Parliament of Bermuda participated in a programme focusing on public financial oversight and scrutiny at the National Assembly for Wales, Cardiff, and the UK Parliament, Westminster, organised by CPA UK through the UK Overseas Territories (UKOT) Project.

The sessions facilitated a direct exchange with other PAC Chairs, Members, and Clerks on a range of technical issues, such as mechanisms for monitoring the implementation of recommendations and the use of media and technology in reaching out to the public. Members and Clerks of the Welsh and Bermudian PACs identified common challenges faced by parliaments and committees in small legislatures, and shared their approaches to managing, for example, parliamentarians' limited time and resources.

The eight delegates remained highly engaged in all discussions with their counterparts in Westminster and Cardiff, including the UK PAC Vice Chair Sir Geoffrey Clifton-Brown MP, and Welsh PAC Chair Nick Ramsay AM. Following the conclusion of the programme, delegates suggested specific changes they would undertake upon their return to Bermuda. These included further developing the relationship between the PAC and the Office of the Auditor General (OAG), undertaking more outreach activities, using social media in communicating the PAC's role and work, and preparing for PAC meetings with further research and briefings.

CPA UK staff received positive feedback on the programme, which one delegate described as "a must for all new PAC Members".



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 programme of activities to support relevant UK Overseas Territory (UKOT) stakeholders. The UK Overseas Territories (UKOT) Project will bring together parliamentarians and audit officials from the Territories and UK to discuss frameworks for good practice and priorities in public financial management. CPA UK's OT project 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 UKOT Project could best support their roles.

1.03. In Miami, CPA UK and Hon. Wayne Furbert MP, then Chair of the Public Accounts Committee, Parliament of Bermuda requested support in strengthening the PAC and its work, particularly in exploring the powers of the PAC and evolving practices of committees. In consultation with the current Public Accounts Committee, CPA UK organised a programme at the UK Parliament and the National Assembly for Wales from 29-31 January 2018.

1.04. PAC visits and workshops are an established component of CPA UK's activities. A UK-based Westminster programme provided access and exposure to good practice in these areas. The participation of the entire PAC maximised the impact of this activity. The new Chair, six Members, and Clerk of Bermuda's PAC visited Westminster in order to exchange experiences and knowledge with UK parliamentarians and officials involved in financial scrutiny. A visit to National Assembly for Wales on 29 January allowed delegates to discuss common challenges and international good practice in financial oversight, specifically in the context of small legislatures with an established PAC.

PROJECT AIMS & OBJECTIVES

- 2.01. **Aim:** To explore international good practice in parliamentary oversight of public finance and to strengthen the relationship between the Public Accounts Committees of the UK Parliament, the National Assembly for Wales, and the Parliament of Bermuda.
- 2.02. **Objectives:** Through meetings, discussions, and briefings with parliamentary counterparts and relevant stakeholders, the objectives of the visit are to:
- 1) Deepen delegates' understanding of international good practice in the oversight of public finance through engagement with UK parliamentarians and staff from select committees, the National Audit Office, and the Scrutiny Unit of the House of Commons Committee Office.
 - 2) Build the capacity and confidence of Bermuda's PAC to work effectively as a unified committee, taking a bipartisan approach to budget scrutiny and public financial oversight.
 - 3) Build the capacity and confidence of Bermuda's PAC Clerk to support and guide the PAC in its core activities, including preparing inquiries and evidence sessions and drafting reports.
 - 4) Build relationships between Bermuda's PAC and relevant partners in External Audit, Internal Audit, and Government departments on Public Financial Management in Cardiff and Westminster, to create an informal support network for delegates.

Through further meetings with Members and officials of the National Assembly for Wales, the objectives of the visit to Cardiff are to:

- 5) Explore the differences and similarities between the approaches of Bermuda and Wales to maintaining committees' effectiveness while working within a small legislature, with a particular focus on the PAC.
- 6) Strengthen the understanding of the Chair, Members and Clerk of the PAC of how small legislatures manage a politicised working context, and the potential impact on their roles in public financial oversight and scrutiny.
- 7) Facilitate discussion, build relationships and build understanding between the PACs of Bermuda and Wales.



PARTICIPANTS & KEY STAKEHOLDERS

3.01. The visit involved the following stakeholders:

- Public Accounts Committee, House of Commons, Westminster, UK
- Public Accounts Committee, National Assembly for Wales, Cardiff, UK
- UK National Audit Office (NAO)
- Wales Audit Office (WAO)
- CPA UK
- CPA Bermuda
- CPA Wales

3.02. A delegation of eight participated in the programme:

- Hon Patricia Gordon-Pamplin JP MP, Chair of the Public Accounts Committee
- Renee Ming JP MP, Member of the Public Accounts Committee
- Susan Jackson JP MP, Member of the Public Accounts Committee
- N. H. Cole Simons JP MP, Member of the Public Accounts Committee
- Neville Tyrrell JP MP, Member of the Public Accounts Committee
- Michael Weeks JP MP, Member of the Public Accounts Committee
- Dennis Lister III JP MP, Member of the Public Accounts Committee
- Clark Somner, Clerk of the Public Accounts Committee

KEY ISSUES

The PAC: Ensuring effective financial scrutiny

4.01. The visit to the National Assembly for Wales opened the programme and constituted a key highlight for the delegation. Both delegates and speakers found the exchange between Members and officials of one of the oldest and one of the youngest parliaments in the world informative and useful. In a round of introductions, delegates outlined their expectations for the visit, including an aspiration to “bring committee governance into the 21st century” in the Parliament of Bermuda and within the PAC.

4.02. Fay Bowen, Clerk to the PAC in the National Assembly for Wales, outlined the structure of her Committee and its supporting team. With the Clerk responsible for the strategic direction, the Second Clerk would manage specific inquiries. The seven PAC Members, including a Chair from an opposition party, draw upon a committee service



which provides research, communications, outreach activities, legal advice and translation services to the PAC and other committees. The Clerks keep the Committee's calendar fluid to allow the PAC to consider items previously delayed. The Welsh PAC also arrange introductory and valedictory sessions with senior civil servants to build strong working relationships.

4.03. According to Ms Bowen, a PAC would be most effective if it is constructive, consensual, and independent. UK PAC Vice Chair Sir Geoffrey Clifton-Brown MP also underlined the independence of the UK PAC, which strives for cross-party collaboration. Second Clerk to the PAC Dominic Stockbridge highlighted the UK PAC had not produced a minority report in 160 years. In his view, focusing on how funds are spent was a factual topic generating little disagreement. Electing a PAC Chair also supported committee cohesion: Meg Hillier MP was elected to the position by the whole House, and according to former PAC Member Kevin Foster MP, a "tribally partisan" Member of Parliament would struggle to be elected.

"The PAC is possibly the least political of all the select committees."

Sir Geoffrey Clifton-Brown MP, PAC Vice Chair, UK Parliament

Challenges within the Committee

4.04. The Welsh and Bermudian PACs identified similar challenges in PAC work, such as Members' availability for PAC sessions and preparation. Welsh PAC Chair Nick Ramsay AM described how PAC Members condensed their constituency work into a single day due to party and Committee meetings. While the timing of Committee meetings caused some difficulty within the National Assembly for Wales, parliamentarians in Bermuda faced additional time constraints due to the full or part-time roles most held outside Parliament. To spread the workload across the Committee, the UK PAC implements a system of lead Members. Sir Geoffrey Clifton-Brown, PAC Vice Chair, explained how PAC Members take the lead for one or two sessions within a two-month work programme, asking the majority of questions within public evidence sessions.

The PAC and SAI: Collaboration and support

4.05. PAC Clerk Fay Bowen introduced the delegation to Wales' Supreme Audit Institution (SAI), the Wales Audit Office (WAO). The WAO provide briefings and advice, both on the PAC's work and on Government responses to its recommendations. As in Bermuda, reports by the Auditor General of Wales (AGW) had to be received by the PAC. The PAC Clerks would draft PAC reports with support from the WAO and AGW.

4.06. Assistant Auditor General of Wales Anthony Barrett noted the Audit Wales Act conferred considerable reach to the AGW who may obtain "any information he considers necessary". This included information held by private companies or suppliers who could face a legal challenge in court if refusing to release requested information. Mr Barrett recognised similar issues in audit reports from Bermuda and Wales. He also highlighted that, unlike most audit offices around the world, the WAO asked public bodies how they supported the wellbeing of future generations. The delegation was very interested in the Well-being of Future Generations (Wales) Act 2015, which stipulates the AGW may assess "the extent to which a body has acted in accordance with the sustainable development principle", impacting the next 30 to 50 years.¹

¹ The Well-being of Future Generations (Wales) Act 2015 is available to view and download at <http://www.legislation.gov.uk/anaw/2015/2/contents/enacted>

4.07. Close cooperation is equally important for the UK PAC and the UK National Audit Office (NAO). Linda Mills, NAO Parliamentary Relations Manager, described how she and a parliamentary relations team of up to four staff members prepare the PAC for sessions by providing suggested questions as well as written and oral briefings. Sir Geoffrey Clifton-Brown, UK PAC Vice Chair, emphasised that the Comptroller and Auditor General (C&AG) was appointed by parliament, not government. This further guaranteed the independence of the C&AG when investigating government spending and attending PAC meetings. While the Auditor General (AG) of Bermuda had not met the recently reconstituted PAC yet, the Committee decided to invite her to future meetings. Bermudian PAC Clerk Clark Somner reminded that the AG would likely not attend PAC meetings on issues her office had not yet reported on, or was in the process of investigating.



Inquiries: Selection, preparation, process

4.08. As part of their programme delegates had the opportunity to observe two PAC evidence sessions. On 29 January, the PAC of the National Assembly for Wales held its first evidence session of a long-term investigation into services provided to care experienced children and young people.² While the issue had previously been considered only from the perspective of social services, the PAC also recognised the impact on health and education, assessing whether the public services offered value for money (VFM). Unusually for the PAC, this inquiry was not based on a WAO report, but launched and led by the Committee itself. As the Bermuda PAC had previously considered conducting its own inquiries, the investigation presented a useful case study.

4.09. Previous topics of PAC-led inquiries in Wales included the multi-million pound investment in the airlink connecting Wales' northern and southern regions, Arts Council funding, and senior management pay. While the majority of inquiries undertaken by the UK PAC are based on NAO reports, the Committee also considers other topics. Hannah Wentworth, UK PAC Chair Liaison, explained that PAC Chair Meg Hillier MP asked other MPs to share constituents' concerns which the PAC could investigate.

Four different types of PAC-led inquiries help the Committee to be citizen-focused : Broad audit, regulatory oversight, reactive, accounts scrutiny, and thematic.

Meriel Singleton, Second Clerk to the PAC, National Assembly for Wales

Obtaining evidence: Written submissions to witness cooperation

4.10. During a discussion of the work of the Scrutiny Unit in the House of Commons, Aruni Muthumala, Senior Economist and Finance Analyst, highlighted how written correspondence "can be more powerful" in obtaining evidence. Other speakers agreed it offered PAC Members an opportunity to ask witnesses more specific questions. In addition to calls for written submissions, Wales PAC Clerk Fay Bowen recommended alternative means

² An overview of the Committee's inquiry into care experienced children and young people, along with agendas, transcripts, and published evidence, is available online at <http://senedd.assembly.wales/mgIssueHistoryHome.aspx?Id=16183>



of obtaining evidence, such as stakeholder events and calls for evidence launched on social media. These had been used very effectively in the inquiry into services for care experienced children. As the PAC Chair and Members questioned witnesses including the Children’s Commissioner for Wales in the public evidence session on 30 January, the delegation observed a non-confrontational questioning style focused on information gathering.

4.11. The delegation also discussed the PAC’s powers to compel witnesses. Cole Simons JP MP noted the lack of serious consequences for witnesses refusing to appear before committees in the Parliament of Bermuda. According to PAC Chair Hon Patricia Gordon-Pamplin JP MP, the PAC had the power to issue subpoenas, but exercised it rarely. The Welsh PAC had in the past warned witnesses of the potential prison sentence refusal to appear can carry. Without the option of requesting the Assembly to issue an official summons, Ms Bowen recommended leveraging media influence to make the issue public. She also noted that, wherever possible, the Committee would benefit if witnesses had a positive experience of giving evidence. This would foster a strong working relationship with the Committee, and encourage civil servants’ cooperation in future sessions and inquiries. Ms Bowen further expected a deterrent effect within government departments with civil servants aware they could be called and recalled to appear before the PAC.

4.12. The UK PAC ensures witnesses are aware they are protected by parliamentary privilege, as Dominic Stockbridge, Second Clerk to the PAC, specified. Privilege protects freedom of speech and grants immunity to witnesses from civil or criminal proceedings based on the evidence they provide to a select committee. Mr Stockbridge suggested preparing witnesses for the hearing by explaining the proceedings, briefing them on the areas of questioning, and offering soft support such as an escort to the hearing venue at Parliament for non-governmental witnesses. Mr Stockbridge outlined the guidance for civil servants’ submissions to select committees as set out in the Osmotherly rules, highlighting that Accounting Officers of government departments are required to appear before the PAC.³

4.13. Delegates also discussed different ways of presenting evidence to achieve the best possible impact. Assistant Auditor General of Wales Anthony Barrett explained in his presentation how data analytics and visual data presentation had become increasingly important to the WAO’s work. This also improved accessibility for the general public.

3 The Cabinet Office Guidance for Civil Servants on giving evidence to select committees, also known as the Osmotherley Rules, are available to view and download at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/364600/Osmotherly_Rules_October_2014.pdf

Around 9 out of 10 PAC recommendations are accepted by the UK government.

Linda Mills, Parliamentary Relations Manager, UK NAO

Recommendations: Increasing impact through robust monitoring

4.14. Wales PAC Clerk Fay Bowen stressed that recommendation monitoring constituted the Committee's most time-consuming activity. The PAC would insist on recalling witnesses or demanding further clarification to ensure progress on a given topic or recommendation. In a discussion of the UK PAC's work, Sir Geoffrey Clifton-Brown, PAC Vice Chair, outlined three courses of action available to the PAC and its Members if government rejected a recommendation without satisfactory justification: recalling witnesses, demanding a debate in the House, or pressing government to produce a change in the law. Linda Mills, NAO Parliamentary Relations Manager, estimated 90% of the several hundred recommendations made by the PAC within the previous year were accepted by government.

Reaching out to the public: Building trust & leveraging public opinion

4.15. The Wales PAC had achieved considerable impact with short posts on social media channels like Twitter, highlighting a report's key finding or a powerful quote from a witness. In Westminster, delegates discussed different ways of reaching out to the public with Jessica Bridges-Palmer, Senior Media and Policy Officer of the Work and Pensions Committee, and Natasha Hallett, Select Committees Engagement Manager.

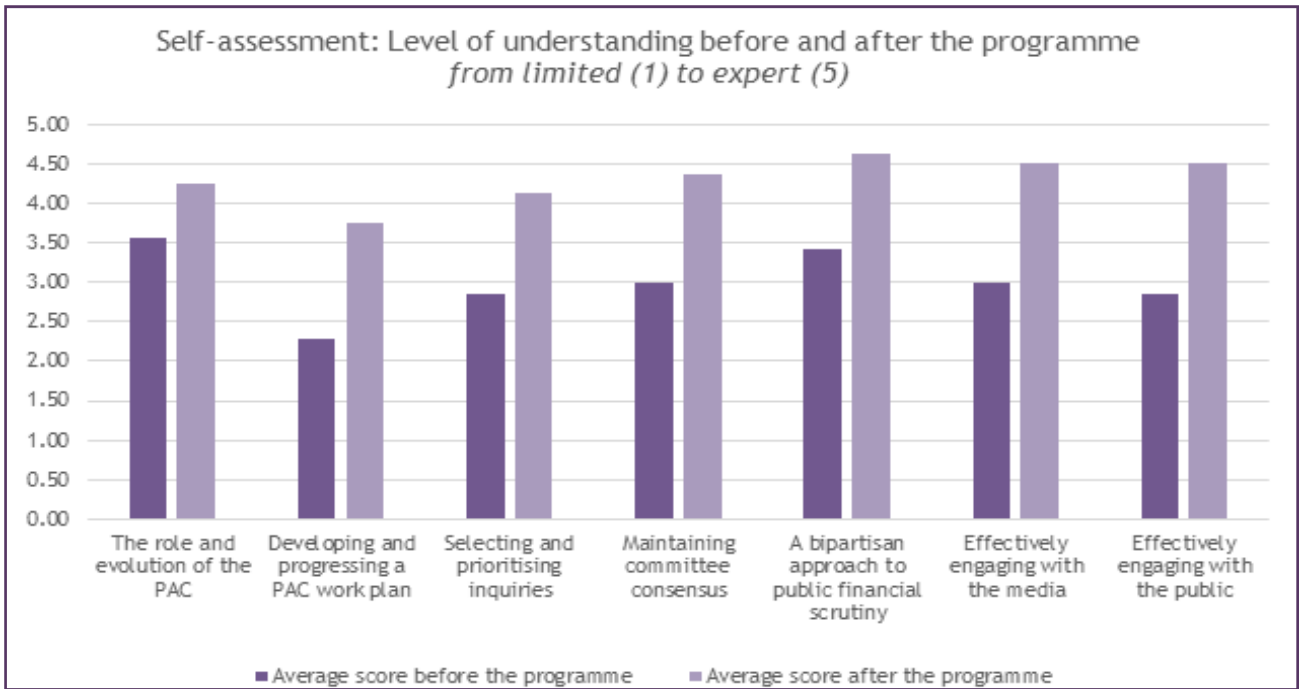
4.16. Ms Hallett's outreach work focuses on face to face events, enabling the House of Commons to reach disengaged groups or other demographics not reached by newspapers and social media. Group discussions with a Member of Parliament (MP) or staff member, often arranged via existing networks or charities, offered MPs an opportunity to canvass local opinion and build relationships with potential future witnesses.

4.17. Ms Bridges-Palmer suggested the delegation ask the general public to contribute questions for evidence sessions, to increase direct involvement with PAC work. She felt it was important to convey two messages: what Bermuda's PAC is and does, and the outcomes it achieves. The Committee would need to speak with one voice and avoid politicising any topics under investigation. Publicising individual inquiries would help the PAC demonstrate its scrutiny of government. Renéé Ming JP MP considered the session offered great examples of what consistent messaging across the Committee would look like.

RESULTS OF THE PROJECT

5.01. The visit of the PAC of Bermuda met its objective of building the capacity, confidence and awareness of public accountability and oversight of the Chair, Members, and Clerk. All delegates felt more confident to fulfil their oversight roles with one delegate referring to the programme as "a must for all new PAC Members".

5.02. As shown in the graph on the following page, the delegates assessed their own understanding at a higher level for all key topics considered over the course of the programme. The most notable change occurred for issues around effective engagement with the media and the public, and the development of a PAC work plan:



5.03. Delegates remained actively engaged throughout the programme and identified possible changes to implement upon their return based on the discussions and observations in the UK Parliament and the National Assembly for Wales. Details can be found under Next Steps at 7.01.

5.04. The programme achieved its intended aim and objectives:

- **Objectives 1, 4 and 7.** In focused discussions with UK parliamentarians, committee staff, and audit officials, delegates deepened their understanding of international good practice in the oversight of public finance, and built relationships with these relevant partners.
- **Objective 2 and 6.** By sharing experiences with the PACs in Cardiff and Westminster, delegates explored the prevalent bipartisan approach to budget scrutiny and public financial oversight, and increased their confidence to work effectively as a unified committee.
- **Objective 3.** PAC Clerks from the UK, Wales, and Bermuda PACs compared similarities and differences in their roles. The capacity and confidence of Bermuda’s PAC Clerk to support and guide the PAC in its core activities was increased by discussing his and other Clerks’ solutions to common challenges.
- **Objective 5.** Delegates explored the differences and similarities between the approaches of Bermuda and Wales to maintaining committees’ effectiveness within a small legislature, and identified practices applicable and useful to the future work of Bermuda’s PAC.



Wordcloud of frequent terms in delegates’ feedback on the programme

5.04. Beyond key sessions on technical issues around financial oversight, members of the delegation further had an opportunity to discuss areas of mutual interest with Members of

both Houses of the UK Parliament. At a lunch attended by members of the Caribbean and Bermuda All-Party Parliamentary Groups (APPGs), delegates highlighted current issues including the end of passport printing in the Territory, which had caused delays for Bermudians travelling abroad.

"This visit has truly enhanced my confidence and understanding on the role of a PAC member."

Member, Public Accounts Committee, Parliament of Bermuda

NEXT STEPS

6.01. In feedback to UKOT Project staff, delegates suggested specific changes they would undertake upon their return to Bermuda. These included further developing the relationship between the PAC and the Office of the Auditor General (OAG), undertaking more outreach activities, using social media to communicate the PAC's role and work, and preparing for PAC meetings with further research and briefings.

6.02. In order to follow up on these proposals, the Project team will remain in contact with the delegation, in particular the Chair and 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).

6.03. The continued communication with the PAC Chair and other members of the delegation will also facilitate the planning of follow-up activities such as a Clerk attachment scheduled for 2018/19. Clerk attachments facilitated by CPA UK have had significant success in providing short-term bespoke assistance with long-term impact in addressing the concerns raised by local stakeholders. The direct exchange of good practice between Clerks will develop progress achieved during the PAC visit. Building capacity of Clerks and parliamentary officials is also essential in ensuring sustainability of change and transfer of knowledge between election cycles.

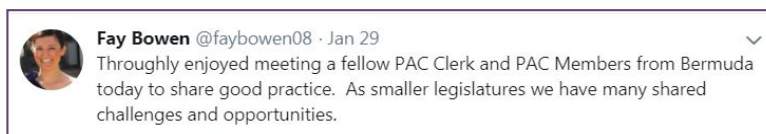
6.04. Session speakers expressed their willingness to be contacted by delegates for any ad hoc support delegates may require. The UKOT Project Assistant will remain the delegation's point of contact to facilitate any additional exchanges as needed.

6.05. The Project will maintain the discussion board of the online portal as a direct line of communication between project stakeholders, including the Chairs, Clerks, and Members of PACs of other Overseas Territories. The portal will facilitate peer exchanges on issues discussed during the visit and any ad hoc challenges the PAC may face.



MEDIA COVERAGE

7.01. Fay Bowen, Clerk to the PAC in the National Assembly of Wales, published a blog post about the delegation’s visit to Cardiff.¹ The post was republished on the UKOT Project Portal.² The visit was also publicised on Twitter by Senedd PAC, Fay Bowen, and CPA UK.



7.02. PAC Chair Nick Ramsay AM welcomed the delegation at the start of the public evidence session on care experienced children on 29 January as detailed in the concise minutes of the meeting.³

FURTHER RESOURCES

8.01. The website of the PAC of the Parliament of Bermuda is available at http://www.parliament.bm/Public_Accounts_Committee.aspx. Some PAC reports and government responses are published online and available to download.

8.02. The Public Accounts Committee of the National Assembly for Wales has an online presence at <http://www.assembly.wales/en/bus-home/committees/Pages/Committee-Profile.aspx?cid=441>. The Committee publishes reports, session transcripts, evidence submissions and other resources online.

8.03. The Public Accounts Committee of the UK Parliament has an online presence at <https://www.parliament.uk/business/committees/committees-a-z/commons-select/public-accounts-committee/>. Available online resources include information on the Committee’s membership, history, and past and current inquiries.

1 Fay Bowen, “Sharing The Challenges and Opportunities of Working in a Smaller Legislature with the Parliament of Bermuda”, *The Assembly Blog* (available online at <https://assemblyblog.wales/2018/02/07/sharing-the-challenges-and-opportunities-of-working-in-a-smaller-legislature-with-the-parliament-of-bermuda/?platform=hootsuite>)

2 *Ibid.* (available online at <https://www.ukotp-portal.com/latest/sharing-the-challenges-and-opportunities-of-working-in-a-smaller-legislature-with-the-parliament-of-bermuda/>)

3 Concise Minutes – Public Accounts Committee, *Senedd National Assembly for Wales* (available online at <http://senedd.assembly.wales/documents/g4482/Printable%20minutes%20Monday%2029-Jan-2018%2013.45%20Public%20Accounts%20Committee.pdf?T=1>)

ACKNOWLEDGEMENTS

9.01. CPA UK would like to thank the Chair of the Public Accounts Committee of the National Assembly for Wales, Nick Ramsay AM, for hosting the delegation, and PAC Clerk Fay Bowen for coordinating the programme in Cardiff. The delegation and accompanying CPA UK staff member deeply appreciated the time and effort dedicated to organising and delivering a series of highly focused, relevant, and useful sessions. CPA UK would further like to thank the Vice Chair of the UK PAC, Sir Geoffrey Clifton-Brown MP, as well as Deputy Clerk Dominic Stockbridge and Chair Liaison Hannah Wentworth for sharing their expertise in Westminster. Finally, CPA UK would like to thank all other parliamentary, committee, and NAO staff who contributed to the programme as expert speakers.

ABOUT CPA UK

WHO WE ARE

CPA UK is a member of the Commonwealth Parliamentary Association (CPA), which is a Commonwealth-wide network of some 17,000 national, state, provincial and territorial parliamentarians within 180 legislatures in 52 countries. The purpose of the CPA is to strengthen parliamentary democracy within the 52-country Commonwealth, providing a space for parliamentarians to share, learn, compare and work together to promote Commonwealth values of democracy, rule of law, human rights, good governance and social and economic development.

The Commonwealth brings together a third of the world's population, including a billion people under 25, from the poorest and the richest, the largest and the smallest, developing and developed countries. Within the Commonwealth family there are huge opportunities created by aspects of shared culture, governance commonalities and good diplomatic and trade relations. There are also many challenges, which by acting and working together Commonwealth countries can strengthen their responses and bring about positive change. CPA UK is part of the UK Parliament and is the most active branch in the Association. Its offices are at the very heart of Parliament, off Westminster Hall. All sitting Members of both Houses are eligible to participate in CPA UK programmes.

WHAT WE DO

CPA UK runs exciting, demanding, and far-reaching international outreach programmes of parliamentary strengthening and capacity-building with legislatures across the Commonwealth focusing on the tools by which the Executive is held accountable by parliamentarians. CPA UK's themed international parliamentary conferences and parliamentary workshops run in Parliament and abroad attract international speakers of note from politics, academia, NGOs and governments across the world and the quality of its programmes is internationally recognised. Discussions on a huge range of issues take place between international policy makers in forums conducted by CPA UK such as sustainable development, human rights, gender equality and the empowerment of women, climate change, international trade and investment, national security, conflict resolution and peacebuilding.



OTHER PROJECT ACTIVITIES WITH BERMUDA



BERMUDA DELEGATION BIOGRAPHIES

HON. PATRICIA GORDON-PAMPLIN JP MP

Chair of the Public Accounts Committee, Parliament of Bermuda

Pat Gordon-Pamplin was appointed to the Senate in 1998 and elected to the House of Assembly in 1999. During her parliamentary career, she has shadowed different portfolios including Youth, Sport & Recreation, Labour & Home Affairs, Finance and Public Works. She has served on the Public Accounts Committee for the House of Assembly as well as the Auditor General Committee. She served in the Cabinet of the OBA government as Minister of Health; Public Works and Infrastructure; Community, Culture and Sport and finally, Immigration and Home Affairs.

Educated in London at the City of London Polytechnic, the Fellow of the Association of Chartered Certified Accountants is the Chief Accountant for a group of Class IV insurance companies, and has worked in the insurance industry for some 25 years. She has represented the Bermuda Parliament at various CPA seminars, including the CPA congress held in Nairobi, Kenya.



N. H. COLE SIMONS JP MP

Cole Simons was elected to the House of Assembly in 1998. He currently serves as the Government Whip and House Leader and is a member of the Public Accounts Committee and the Chairman of the Audit Committee. He is also the Shadow Minister of Education. Previous positions include Opposition House Leader, Opposition Whip and Shadow Minister of Government Estates and Information Services, and Shadow Minister of Youth, Sports, Cultural and Community Affairs.

A director of a number of investment holding companies, he worked in audit with the Bank of Bermuda and as Vice President at GTE Reinsurance Company before joining parliament. The director of the National Dance Foundation and the Peter Leitner Scholarship Trust was also one of the founding members of the Council Partners, a former VP of the Bermuda Equestrian Federation, and a former director of the Bermuda Conservatory of Music. He holds a Bachelor's degree in Management from the University of Maryland.



MICHAEL A. WEEKS JP MP

Michael Weeks serves on a number of Government Boards, such as the Housing and Planning Board and the Pembroke Parish Council. He was also involved in a number of volunteer organisations, and has served as Chairman of the Board of the C.A.R.E Learning Centre. Presently, he is the Vice President of the Western Stars Sports Club, a member of the Bermuda Leopard's Club, member of the Berkeley Educational Society and a member of the Kappa Alpha Psi Fraternity Incorporated and other fraternities throughout the Island.

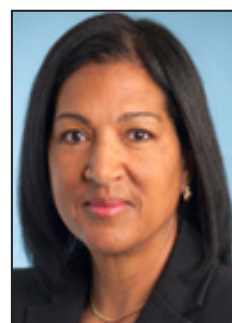
He holds a Bachelor in Business Administration from Howard University in Washington DC. Before joining parliament he worked in accounting, and for nearly twenty years as a Residential Treatment Officer in the Residential Treatment Services division.



SUSAN JACKSON JP MP

Susan Jackson was elected in 2012 to represent Pembroke South West and currently serves as Shadow Minister of Health and Seniors.

A corporate communications specialist with 20 years' experience writing for electric, telecommunication and financial institutions, she has worked at Belco, BTC, and most recently HSBC Bank Bermuda Limited. She also worked in the Department of Education for seven years as a Speech Language Pathologist. She holds a Bachelor (BSc) in Speech from Emerson College in Boston and professional designations for Communication, Advertising and Marketing (CAM) and Education Foundation in London. She further volunteers with various social support organisations including Mirrors, YouthNet, PRIDE and Women's Resource Centre.



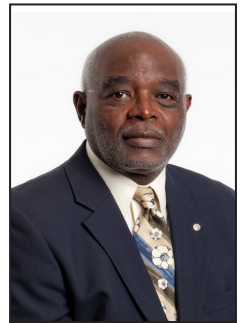
RENEE MING JP MP

Renee Ming was first elected to the post of Common Councillor for the Corporation of St. George's in 2009 and chaired the Activities Committee. In 2012, she was elected to the post of Alderman and currently chairs the Property and Office Administration Committees. She is also a member of the Security Committee, Finance Committee and the St. George's Preservation Authority. She was educated in Bermuda and the United States, attending East End Primary School, The Berkeley Institute, The Bermuda College and Howard University, and is a volunteer on the African Diaspora Heritage Trail and the World Heritage Site Committee.



NEVILLE TYRRELL JP MP

Neville Tyrrell was elected to the House of Assembly in 2016, representing Warwick South Central. He was previously appointed to the Senate as a Government Senator in March 2004, serving until October 2007. Before joining parliament, he held several roles at Cable & Wireless Ltd, including Senior Manager of Human Resources & Administration. From 1998 to 2015 he was employed with Colonial Pension Services Ltd. (a division of Colonial Group International) as a Senior Pension Consultant. He has served on various committee boards such as the Race Relations Council, the Sports Development Council and the Education Planning Team. His educational career includes the Bermuda Technical Institute and the Cranfield School of Management in the UK. He is a member and Past Master of Lodge Somers Isles and Past Director of Ceremonies.



DENNIS LISTER III JP MP

Dennis Lister III was first elected to the House of Assembly in 2017. He is currently employed at Butterfield Bank. A former member of the Bermuda Regiment, he also served on the Bermuda Road Safety council and the inaugural Youth Tourism Board. He attended Oakwood College in Huntsville Alabama where he studied business management and international studies. He is also a member of the Somerset Cricket Club and player for the Somerset Trojans.



CLARK SOMNER

Clark Somner is the Deputy Clerk to the legislature and has been Clerk to the Senate for the last eighteen years, with many years serving as Secretary to both the Public Accounts Committee and the Committee on the Office of the Auditor General. He first joined the Legislature Office in 1987 as a Supernumerary Assistant Clerk and since served in various capacities, including Assistant Clerk to the Legislature, Senior Assistant Clerk, Deputy Clerk and Acting Clerk to the Legislature. He has also conducted workshops on parliamentary procedure and the legislative process for senior civil service officers, as well as for Members of the Senate. He holds a Bachelor of Commerce from St. Mary's University in Nova Scotia, Canada and has completed an ILEX Certificate in Paralegal Studies.

Before joining parliament he worked for several years in Bermuda's private banking sector. In 2001 he completed a secondment to the UK Houses of Parliament.



SPEAKER BIOGRAPHIES

FAY BOWEN

Clerk to the Public Accounts Committee, National Assembly for Wales

Fay Bowen is Clerk to the National Assembly for Wales Public Accounts Committee. Within this role she has responsibility for managing the relationship between the Committee, the Auditor General for Wales and his staff.

Previous roles include Clerk to the National Assembly for Wales Legislation Committees, which involved assisting Members in scrutinising and amending Welsh Government legislation. Prior to joining the National Assembly for Wales she was a Committee Clerk in local government, working with a range of committees across three local authorities. She holds a BA in History and an MSc in Public Policy and Evaluation. Her CPA UK engagement includes a PAC workshop in Anguilla in 2016 and the launch of the UK Overseas Territories Project in February 2017.



NICK RAMSAY AM (WELSH CONSERVATIVE)

Chair of the Public Accounts Committee, National Assembly for Wales

Nick Ramsay was elected as Welsh Conservative Assembly Member for Monmouth in May 2007 and was Shadow Minister for Local Government and Public Services until October 2008 when he was appointed Shadow Minister for Finance. He was appointed Shadow Minister for Business, Enterprise & Technology, Chair of Enterprise & Business Committee 2011-2014. He holds a Joint Honours degree in English and Philosophy from the University of Durham and a Postgraduate Diploma in Applied Linguistics from Cardiff University.



ANTHONY BARRETT

Assistant Auditor General, Wales Audit Office

Anthony Barrett is Assistant Auditor General and is responsible for overseeing the delivery of both financial audit and performance audit work. He first joined the National Audit Office in 1986 as a graduate trainee and moved to the private sector in 1992, working first as a management consultant for CSL Group Limited before joining Touche Ross (now Deloitte) in 1994. After seven years with Touche Ross, he joined the Audit Commission in 2001, taking the role of District Auditor for North Wales. He served as Chair of the Audit Panel of the Chartered Institute of Public Finance and Accountancy from 2009 to 2013.

A qualified Chartered Public Finance Accountant and Certified Fraud Examiner (CFE), he also holds a BSc (Hons) in Biological Sciences from Lancaster University.



MERIEL SINGLETON

Second Clerk to the Public Accounts Committee, National Assembly for Wales

Meriel Singleton is Second Clerk to the National Assembly for Wales Public Accounts Committee. She works with the wider team to support the Committee in scrutinising Welsh Government's expenditure, through leading on inquiries generated either directly by the Committee or from reports by the Auditor General for Wales.

She is a very experienced Clerk, currently also working as the Clerk to the National Assembly for Wales Standards of Conduct Committee. She has worked on a broad range of portfolios including finance, Health, Economy and the Environment.



National Assembly
for Wales

SIR GEOFFREY CLIFTON-BROWN MP (CONSERVATIVE)

Vice Chair of the Public Accounts Committee, UK Parliament

Since becoming an MP in 1992 Geoffrey Clifton-Brown MP has served as the Parliamentary Private Secretary to the Rt. Hon Douglas Hogg QC MP, the Minister for Agriculture, Fisheries and Food; a Member of the Environment Select Committee and a Member of the Public Accounts House of Commons Select Committee. His previous roles include Shadow Minister for Trade & Foreign Affairs, Shadow Minister for International Development and Trade, and Assistant Chief Whip. He has been an active member of the Finance and Services Committee since 2005.

Between 2010 and 2015, Sir Geoffrey was Chairman of the Conservative Party International Office. He is currently Chairman of the All-Party Parliamentary Group (APPG) for International Trade and Investment, Chairman of the APPG on Shooting and Conservation, Board Member of the Conservative Party, and Treasurer of the 1922 Committee.



DOMINIC STOCKBRIDGE

Second Clerk, Public Accounts Committee

Dominic Stockbridge has worked for the House of Commons since October 2015 on the Northern Ireland Affairs Committee, Welsh Affairs Committee, Administration, and now the Public Accounts Committee (PAC).

As Second Clerk of PAC, his main role is liaising with government departments to secure witnesses' attendance. He is also the Committee's main contact point with the National Audit Office.



HANNAH WENTWORTH

Chair Liaison, Public Accounts Committee

Hannah Wentworth works as the Chair Liaison on the Public Accounts Committee, taking responsibility for the Chair's engagement with other Members across Parliament. She also supports the Chair through briefings, managing correspondence and stakeholder engagement. She joined the House of Commons in 2014, originally working as a Senior Committee Assistant on the Culture, Media and Sport Committee. Prior to Parliament, she worked for the UK's Civil Aviation Authority after studying Modern History and Politics at Royal Holloway, University of London.



LINDA MILLS

Parliamentary Relations Manager, National Audit Office

Linda Mills is a Parliamentary Relations Manager at the National Audit Office and is responsible for the NAO's relationship with the Committee of Public Accounts. She has worked at the NAO for 16 years mainly as an Audit Manager of NAO value for money reports and investigations. Her most recent reports include the WannaCry cyber-attack and the NHS as well as a number of reports on children's services. Prior to this her work has covered grant making in government, estate management and government digital services. Linda worked in economic consultancy before joining the NAO in 2001.



SIR DAVID AMESS MP (CONSERVATIVE)

Chair, Britain-Bermuda All-Party Parliamentary Group

Sir David Amess was first elected to Parliament to represent Basildon in 1983, and then stood for election in Southend West in 1997. He has been an active MP in Parliament, sponsoring bills including the Abortion (Amendment) Bill (1996-7), the Protection Against Cruel Tethering Act (1988) and the Warm Homes Bill, which passed into law in December 2000 as the Warm Homes and Energy Conservation Act. With over 30 years' experience in Parliament, he often chairs debates in the House of Commons on various different issues. He is the Chair of the Britain-Bermuda All-Party Parliamentary Group (APPG).



ANDREW ROSINDELL MP (CONSERVATIVE)

Vice Chair, Britain-Bermuda All-Party Parliamentary Group

Andrew Rosindell MP was first elected to represent the constituency of Romford in 2001. In 2004, he was appointed as a Vice-Chairman of the Conservative Party. He serves on the Foreign Affairs Select Committee and on the board of the Westminster Foundation for Democracy, and is also the Chairman of the Houses of Parliament Flags and Heraldry Committee, an All-Party Parliamentary Group (APPG) formed in 2008. He works with the British Overseas Territories, Crown Dependencies, and Commonwealth Realms, and is a Vice-Chair of the Britain-Bermuda APPG. From 1990 he held the role of councillor in the Chase Cross Ward, in the London Borough of Havering.



THE LORD TOPE CBE (LIBERAL DEMOCRAT)

Graham Tope has been the co-chair of the Liberal Democrat Parliamentary Party Committee on Communities and Local Government (CLG) since it was established in 2010 and was previously Liberal Democrat CLG spokesperson in the Lords. He was created a Life Peer in 1994 and was Liberal Democrat spokesperson in the Lords on Education from 1994 to 1999. From 1972-4 he represented Sutton & Cheam in the House of Commons. Other previous roles include Leader of Sutton Council, Member of the London Assembly, and Chair of the Finance Committee of the Metropolitan Police Authority. He is a Vice-Chair of the Britain-Bermuda All-Party Parliamentary Group (APPG).



THE BARONESS HOOPER CMG (CONSERVATIVE)

The Baroness Hooper was elected to the House of Lords in 1985. She is Deputy Speaker and Deputy Chairman of Committees in the Lords, and a Vice-Chair of the Britain-Bermuda All-Party Parliamentary Group (APPG). Over the course of her Parliamentary career she has served as Parliamentary Private Secretary to William Hague and as Parliamentary Under-Secretary of State in the Departments of Health, Energy and Education. She had previously been a Government Whip. Before entering Parliament, she was a Conservative MEP for Liverpool from 1979. Whilst serving in the European Parliament, she was also a partner in the solicitors firm Taylor & Humbert. Prior to qualifying as a solicitor, Hooper spent several years working for Winchester City Council and two years as an assistant editor at a law publisher.



SIR DAVID CRAUSBY MP (LABOUR)

Sir David Anthony Crausby has been the Member of Parliament for Bolton North East since 1997. He is a Vice-Chair of the Britain-Bermuda All-Party Parliamentary Group (APPG) and has served on the Administration, Social Security, and Defence Committees, as well as the North West Regional Select Committee and the Committees on Arms Export Controls. Before joining parliament, he was a Councillor for Bury District Council and previously worked for the Amalgamated Engineering Union.



MARK MENZIES MP (CONSERVATIVE)

Mark Menzies is the Conservative Member of Parliament for Fylde and the Prime Minister's Trade Envoy to Chile, Colombia and Peru. He is the Secretary of the Britain-Bermuda All-Party Parliamentary Group (APPG), and Chairman of the APPGs on Argentina, Latin America and Saudi Arabia. He has served as Parliamentary Private Secretary to Charles Hendry MP, former Minister of State for Energy and Climate Change, Mark Prisk MP, former Minister of State for Housing, and Alan Duncan MP, as Minister of State for International Development. He has been a member of the Transport Select Committee, the Scottish Affairs Committee and the House of Commons Finance Committee. Prior to his election in 2010, he held various roles in the retail sector and worked in marketing for two major supermarkets.



KEVIN FOSTER MP (CONSERVATIVE)

Kevin Foster was first elected to represent Torbay in 2015, and increased his majority to over 14,000 at the 2017 General Election. He served as Member of the Public Accounts Committee from 2015 - 2017. Before joining parliament he held the position of Deputy Leader of Coventry City Council. His political interests include Defence, Northern Ireland and animal welfare, in addition to all South West issues.



LUKE POLLARD MP (LABOUR)

Luke Pollard was elected in 2017 to represent Plymouth Sutton and Devonport. He currently serves on the Transport Committee. Before joining parliament, he worked on major construction projects and previously worked for ITV, South West Water, Sainsbury's and holiday trade body ABTA. After graduating from the University of Exeter in 2001 he spent a year as the President of the Guild (Exeter's Students Union).



RT HON JOHN SPELLAR MP (LABOUR)

The Rt Hon John Spellar MP was first elected to represent Birmingham Northfield in 1982. Since 1992 he has represented Warley West and Warley. Over the course of his parliamentary career his roles have included Minister of State for the Armed Forces, Minister for Transport, Minister for Northern Ireland, and Shadow Minister for Foreign & Commonwealth Office. He served as Member and Lead Opposition Member of the Defence Select Committee from 2015.

Before joining parliament he was Councillor in the London Borough of Bromley from 1970 – 1974. As National Officer at the trade union EETPU he was responsible for political activities, research, conferences and union communications until 1992. He holds a PPE from Oxford University.



HELEN GOODMAN MP (LABOUR)

Helen Goodman MP has represented the Bishop Auckland Constituency since 2005 and currently serves in the Shadow Foreign Affairs team. She served as Deputy Leader of the House and a Minister at the Department of Work and Pensions in the last government. In opposition she has served as Shadow Prisons Minister and Shadow Minister for Culture & Media. In July 2015 she was elected by her peers to serve on the Treasury Select Committee which she continued until the snap election in 2017. Before becoming an MP, she was Head of Strategy at HM Treasury, a senior executive of two children's charities, and worked for the Czechoslovak Prime Minister.



CHRIS BRYANT MP (LABOUR)

Following his election as Rhondda's MP in June 2001 he has served on the Culture, Media and Sport Select Committee of the House of Commons, as well as the Joint Committee of the Lords and Commons on Reform of the House of Lords. From November 2002 to May 2007 he was Chair of the Labour Movement for Europe. Over the course of his parliamentary career he has served as Secretary of State for Equality and Minister for Women, Deputy Leader of the Labour Party, Minister for Europe in the Foreign & Commonwealth Office, Shadow Home Office Minister, and Shadow Leader of the House of Commons. He resigned from the Shadow Cabinet in June 2016.



ARUNI MUTHUMALA

Senior Economist and Finance Analyst, Scrutiny Unit, Houses of Parliament

Aruni Muthumala currently works as a Senior Economist and Finance Analyst in the House of Commons Scrutiny Unit. She has also worked for the Business, Innovation and Skills Committee and the Treasury Select Committee, where she was involved in scrutiny of the Government's Budget.

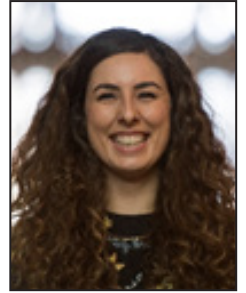
Before joining the House, she worked as a consultant in the International Development Team for PricewaterhouseCoopers, which involved public sector reform projects in Armenia, Jordan and Pakistan. Prior to this, she worked as an auditor focusing on the financial and performance audits of health trusts in the UK. For her Fellowship with the Overseas Development Institute she worked for the Ministry of Finance in the Government of Swaziland for two years.



NATASHA HALLETT

Select Committees Engagement Manager

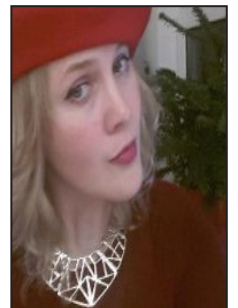
Natasha Hallett is the Select Committees Engagement Manager in the Education and Engagement Service. Her team works closely with select committees in the House of Commons and Lords to engage diverse groups of people with their inquiries. She has been working for the UK Parliament for two and half years, and has a background in community engagement and communications.



JESSICA BRIDGES-PALMER

Senior Media and Policy Officer

Jessica Bridges Palmer is currently senior media and policy adviser to the Work and Pensions Committee, in the UK Parliament, having managed the communications strategy for high profile inquiries such as that into the collapse of high-street chain BHS last year. Over 13 years in Parliament, she has been media officer to almost all the department select committees at one time or another, and has represented the UK Parliament on communications capacity-building missions to Bangladesh, Ukraine and Morocco.



FULL PROGRAMME

Day 1 - Monday 29 January

Public Financial Scrutiny at the National Assembly for Wales

National Assembly for Wales, Cardiff

TIME	SESSION
0930	<i>Met by Felicity Herrmann, Project Assistant, at The St David's Hotel and Spa (assemble in lobby) Please check out and store your luggage in the hotel's storage facility before 0930.</i>
0945	Coffee and introductions Conference Room B, Ground Floor, Ty Hywel
1000	Session 1: Introduction to the work of the PAC of the National Assembly for Wales Fay Bowen, Clerk to the PAC, will introduce delegates to the Welsh PAC, and provide an overview of its work processes and current inquiries.
1030	Session 2: The role of the PAC Nick Ramsay AM, Chair of the PAC, will outline the different responsibilities of the Chair and Members of the PAC, and explore issues such as how to maintain consensus in a committee including Members from four different parties.
1100	<i>Break</i>
1115	Session 3: The role of the Wales Audit Office Anthony Barrett, Assistant Auditor General at the Wales Audit Office, will discuss the role of the WAO and its reports in the context of PAC inquiries. Comparable to the relationship between the UK NAO and PAC, the Wales Audit Office (WAO) works in close collaboration with the PAC.
1200	Session 4: Briefing on the PAC-led inquiry "Care experienced children and young people" Meriel Singleton, Second Clerk to the PAC, will provide some context to the evidence session to be observed after lunch.
1230	<i>Lunch</i>
1400	Observe evidence session 1: Care experienced children and young people Consultation response from the Children's Commissioner for Wales in Committee Room 3. Witnesses: Sally Holland, Children's Commissioner for Wales; Rachel Thomas, Head of Policy and Public Affairs, Office for the Children's Commissioner for Wales
1520	<i>Break</i>
1530	Tour of the Senedd (<i>optional</i>)

1530	Observe evidence session 2: Care experienced children and young people Consultation response from all Wales Heads of Children’s Services in Committee Room 3. Witnesses: Irfan Alam, Assistant Director Children’s Services, Cardiff City Council; Kate Devonport, Head of Children, Family & Safeguarding Services, Conwy County Borough Council; Sally Jenkins, Head of Children and Family Services, Newport City Council; Tanya Evans, Head of Children’s Social Services, Blaenau Gwent County Borough Council
1630	END OF DAY ONE
1700	<i>Depart from the National Assembly for Wales</i> <i>Delegates will return to The St David’s Hotel and Spa to retrieve stored luggage and travel to Cardiff Central station by taxi. The train arrives at London Paddington station at 2001, with onward travel to the Park Plaza Westminster Bridge Hotel arranged by taxi.</i>

Day 2 - Tuesday 30 January

Public Financial Scrutiny in the UK Parliament

Houses of Parliament, London

CPA Room

TIME	SESSION
0950	<i>Met by Felicity Herrmann, Project Assistant, at Cromwell Green Visitors' Entrance</i>
1000	Welcome by Jon Davies, Chief Executive, CPA UK
1030	Session 5: Introduction to the UK PAC Sir Geoffrey Clifton-Brown MP, PAC Vice Chair, Dominic Stockbridge, Second Clerk, and Hanna Wentworth, Chair Liaison, will introduce delegates to the work of the UK PAC. The session will also provide context for the evidence session delegates will observe the following day.
1115	<i>Coffee</i>
1130	Session 6: The relationship between the NAO and PAC Linda Mills, Parliamentary Relations Manager at the National Audit Office (NAO), will outline the role and function of the NAO, highlighting the relationship with the PAC and parliament, as well as the impact of NAO reports on PAC inquiries and recommendations.
1230	Meet the UK Overseas Territories Project Team With Paul Wright-Anderson, National Audit Office; Kyle Garrett, Foreign & Commonwealth Office; Rachael Atkins, Americas, Caribbean, Europe & UK Overseas Territories Programme Manager, CPA UK; Callum Forster, UKOT Project Officer, CPA UK
1300	<i>Lunch in the CPA Room with Members of the Britain-Bermuda All-Party Parliamentary Group (APPG): Sir David Amess MP, Lord Tope CBE, Andrew Rosindell MP, Sir David Crausby MP, Mark Menzies MP, and Baroness Hooper CMG</i>
1430	Session 7: The role of media and outreach in building trust with the public Jessica Bridges-Palmer, Senior Media and Policy Officer, Work and Pensions Committee, and Natasha Hallett, Select Committees Engagement Manager, will discuss how committees can engage with the public, and leverage the media and public opinion to lend weight to their recommendations.
1530	<i>Tea</i>
1545	Session 8: The role of a PAC Member Kevin Foster MP, a former Member of the PAC, will share his experience in the committee to explore the role and responsibility of a PAC Member.
1630	Session 9: The work of the Scrutiny Unit Aruni Muthumala, Senior Economist and Finance Analyst, will present the work of the House of Commons Scrutiny Unit, which supports legislative and financial scrutiny in Parliament and provides a wide range of financial expertise to departmental select committees.
1715	END OF DAY TWO

Day 3 - Wednesday 31 January

Parliament and Parliamentary Scrutiny in Action

Houses of Parliament, London

CPA Room

TIME	SESSION
0915	<i>Met by Felicity Herrmann, Project Assistant, at Cromwell Green Visitors' Entrance</i>
0930	Tour of the Palace of Westminster
1045	<i>Coffee</i>
1100	<p>Session 10: Briefing on Prime Minister's Questions (PMQs)</p> <p>The Rt Hon John Spellar MP and Luke Pollard MP will provide some background to the weekly Prime Minister's Questions (PMQ).</p>
1145	<p>Observe Prime Minister's Questions (PMQs)</p> <p>Delegates will observe PMQs from the Commonwealth Gallery.</p>
1245	<i>Lunch at the Adjournment, Portcullis House, with Sir Geoffrey Clifton-Brown MP, Helen Goodman MP, and Chris Bryant MP</i>
1430	<p>Observe PAC evidence session</p> <p>Topics under review: Research and development funding across government; implementing EU Exit (Department Of Business, Energy and Industrial strategy); carbon capture and storage (progress review)</p>
1700	<p>Feedback session</p> <p>Felicity Herrmann, Project Assistant, and Mark Scott, Communications Officer, will ask delegates to provide feedback on their experience of the visit and the programme. Mark Scott will record short video testimonials to be uploaded on the online portal (<i>optional</i>).</p>
1720	END OF PROGRAMME

