

British Isles and Mediterranean Region



**Post Election Seminar,
St Helena 30 July 2013 – 6 August 2013**

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1. Introduction

1.1.With the new airport due to open in 2016, St Helena is facing a time of both great opportunity and challenge. There was a general election scheduled for July 2013 and the general expectation was that this would result in a significant change in the membership of the island's Council and a larger than usual number of new Councillors being elected. The Governor of St Helena therefore invited the Commonwealth Parliamentary Association, British Isles and Mediterranean Region (CPA BIMR) to present a seminar to the new Council on the key issues of Leadership and Governance.

1.2.The seminar team was:

- Rt. Hon. Lord David Shutt of Greetland, OBE, FCA
- Hon Tim Crookall, MHK, Isle of Man
- Barry Paint, States of Guernsey
- Joyce Watson, AM/AC, National Assembly for Wales
- John Grimes, former Head of Governance National Assembly for Wales

1.3.While we had no formal remit to report back on any aspects of governance within St Helena, we nonetheless consider it appropriate, not least because of requests made in St Helena, to present a summary of the work we did during the visit and various observations we made at the time.

2. Planning and preparation

2.1. The contents and programme for the seminar were presented to us before we had met as a team or had had any discussions about the seminar. At that time we were not entirely clear how they had been prepared but now understand they were drawn up jointly by the officers in the St Helena Council with involvement from the CPA UK branch.

2.2. Overall, and having regard to the positive response from participants, we feel the seminar very much delivered what had been asked for. **Nonetheless, we feel that there would have been value in our being more fully involved, and at an earlier stage, including meeting together as a group, in the preparations for it.** The first opportunity we had to discuss the programme was at the teleconference held on 15 July at which time we were told the programme was agreed and it was up to us to deliver it. This put us at something of a disadvantage as, while the programme set out the subjects we were being asked to address, we had little knowledge of the level of understanding, and the needs, of the Councillors for whom the seminar was being presented. In addition, the programme showed that while some of the sessions were ours alone to present, others were to be delivered jointly with officers from the St Helena Government and we were in no position to understand our respective roles until we had arrived on the island.

2.3. In the event, we proved to be a remarkably balanced team for this seminar with a wide range of relevant skills and expertise. We cannot though avoid the feeling that this was more through luck than planning - although maybe there is always going to be a risk, for a seminar of this kind and one of its length because of the travel involved, that the personnel involved will depend as much on their availability as their skill set.

2.4. The seminar team met for the first time on our arrival at Cape Town. Recognising the need to understand more fully the situation and circumstances facing St Helena, and the objectives of the seminar, we had an initial discussion in the hotel and then met twice daily on the RMS St Helena. We were particularly fortunate that Lord Shutt, who had visited the island some years previously, had gone to the trouble of reviewing his previous papers as well as unearthing, and bringing with him, a vast range of more recent material relating to developments on St Helena. This provided us with the basis for studying the history of the island, and the situation currently faced by the islanders, and the opportunity to consider and discuss our respective roles in the forthcoming seminar.

2.5. We also took the opportunity to talk to many of the 'Saints' travelling with us on the RMS St Helena about their experiences and perceptions of governance on the island. In addition, Eddie Palmer, the DfID representative, with seven years experience in St Helena, was on the ship and provided us with a great deal of further background. Thus from a relatively uncertain start we felt we arrived at St Helena with some understanding of the issues the people, and the new Council, faced. Our many

meetings gave us the opportunity to consider "Governance in Context" and we had constantly to remind ourselves that we were sharing our experiences with the 12 who had been elected to serve a community of only 4,000 people.

2.6.The programme for the seminar included time for us to have a tour of the island, to visit two schools, the airport site, the offices of Enterprise St Helena and to see some of the tourism opportunities. These visits were very valuable as a means of improving our understanding of the issues facing the island. However, we wondered if it might have been more effective if they had been arranged at the start of the programme. This would have helped us develop a better of understanding of the issues facing St Helena before the seminar began.



The seminar in progress

3. The Seminar

3.1.The initial programme for the seminar is at Annex A. Some of the items and their timings were subsequently altered to fit needs and circumstances.

3.2.The objectives for the seminar were:

Aim - to strengthen and promote good governance in St Helena through providing a framework for newly elected Councillors to work from

Objectives -

- 1.** To develop an understanding of the Leadership required by Councillors, in the community;
- 2.** Setting the strategic direction of Government - understanding the Medium Term Expenditure Framework (MTEF)
- 3.** To provide understanding about the scrutiny and accountability role of the Councillor
- 4.** Understand the principles of Ethics and Integrity, and the Code of Conduct required by Elected Members;
- 5.** Provide an understanding of the mechanics of working with the Public Service;
- 6.** Working for Constituents and the importance of communication;
- 7.** Provide guidance on how councillors should set policy;

3.3.The programme was organised around a number of themes:

- The background to the current Council and the outcome of the recent elections;
- The role of an elected Councillor and standards of conduct expected from one;
- The relationship between Councillors and officials;
- The role of Committees and their relationship with the Executive Council;
- Specific procedures such as the use of questions and motions, scrutiny of legislation and financial scrutiny;
- The management and funding of the Council;
- Communication, relationships with the media and the use of new technologies including social media;
- Coping with change and particularly dealing with issues outside St Helena and international policy.

Informal discussion – and visits to schools and airport

3.4.The main seminar discussions were held in the Government’s offices in Jamestown. We also had informal discussions over dinner in the evenings with small groups of Councillors and officials and these were excellent opportunities to talk informally to everyone.

3.5.In the course of the week we visited Prince Andrew School (secondary) and St Paul’s primary school to learn first hand about some of the issues involved in delivering education in St Helena.



“Viva Vocalz” singing at Prince Andrew School

3.6. We also visited the site of the forthcoming airport and saw first hand the scale of this £250m project. We were accompanied at the airport site by representatives of Basil Reed, the developer. Afterwards we visited the offices of Enterprise St Helena (ESH) to discuss the airport project, and economic development more generally, with Julian Morris the Director of ESH and his senior colleagues.



The site of the new airport

3.7. There was considerable press interest in the seminar and two press articles about it are reproduced at Annex B.

4. Seminar discussions

Introduction

- 4.1.**In Leadership and Governance terms, St Helena is unlike any other territory. It has a population of just 4,000 and 12 Councillors. By any standards this is a high level of representation with one elected member for just over 330 population. This allows for a very close relationship between voter and councillor and a very high level of scrutiny of their activities. There can be benefits and disadvantages in this.
- 4.2.**A small population presents other challenges and can make it difficult, and often impractical, to deliver a comprehensive range of ‘services’ of any kind. In relation specifically to Leadership and Governance it is for the same reasons impractical to have full time posts for many roles – particularly those at more-senior levels and for ‘assurance’ roles such as handling complaints or providing formal assurance. This can mean it is necessary to dilute some of the independence normally required in such roles and which would be in place in a larger democracy.
- 4.3.**We also learned during the seminar that 7 of the 12 elected councillors had at some time in their lives worked for the St. Helena Government. This high figure is outside our experience, but a feature of a place where the Saint Helena Government has been such a major employer.



Eric Benjamin (Speaker) and Lord David Shutt

4.4.Managing the administration in the prevailing circumstances is clearly a matter for local decision and we made it clear at the start of the seminar that we had not been ‘sent’ with an agenda or any orders to tell the Council how things should be done. All we could do is tell the Council how we did things in our various, and different, administrations, and how we addressed the need for similar compromises, in the hope that this would help them find the right solutions for their Council.

Common themes

4.5.In the course of the formal sessions a number of themes recurred:

4.6.The relationship between councillors and officials: from the Councillors’ point of view there were concerns that officials, or the Governor, were making decisions for which the elected Members would be held responsible - and yet the elected members were not involved in these decisions. In some cases, even, they were unaware of the issues until after the event. From the Officials’ perspective there were concerns that the elected members were not just setting the Council’s policy but wishing to become involved in its detailed administration. In our view this was essentially an issue of understanding each other’s roles and how the various elements of the Governance structure, and the ‘checks and balances’ that went into it, fitted together.

4.7.One related issue that surprised us was the suggestion that there were circumstances in which the Councillors should seek their own independent legal advice. The concerns underlying this discussion were expressed strongly, and it is very clearly, from a leadership perspective, a critical issue and one on which we hope the Council now has a better understanding.

4.8.Access to information: a major and long running issue was concern that too much in the administration was being undertaken in secret. There had been a widespread commitment in most members’ election manifestos to introducing legislation to mirror the UK’s Freedom of Information Act. This is a complex issue and recurred frequently during the seminar. The discussion covered issues such as the solution not being ‘simply’ a matter of passing a Freedom of Information Act or Ordinance.

4.9.A particular issue, which was causing widespread concern, was the ‘Oath of confidentiality’ that Councillors were required to make under the Constitution. Some members had been reluctant to do this – and commented that it sat uncomfortably alongside the requirement in the Code of Conduct for Members of Legislative Council to observe the Nolan Principles, and of Openness and Transparency, which are described as the “accepted guiding principles of good conduct in public office in the United Kingdom.” We comment on this further below.

4.10.Communication: Alongside the two previous issues, communication generally, between the Council, the public and the media was a recurring theme. Officials from the Council provided a range of advice and guidance on ways to present information publicly to best effect and to minimise misunderstanding. This covered handling the

media both in terms of working in partnership with it to make announcements, and responding fairly to legitimate requests from it for information. We also discussed ways to deal with the potential conflict between openness and the need to have space to consider difficult issues thoughtfully and without undue pressure from outside.

4.11.Shared services: An obvious way to deal with some issues arising from the smallness of the island was to look to share services with other organisations – either similar in size to St Helena – or much larger. We noted that the potential for doing this would be greatly increased with a better Internet connection to the island.

Other meetings

4.12.In the margins of the seminar we were invited, and agreed, to meet the St Helena Citizenship Commission, and (separately) Mr Raymond Francis, to discuss Governance and the development of infrastructure and services in St Helena.

4.13.Barry Paint with his extensive experience of the fishing industry in Guernsey, also met several fishermen and their representatives to discuss ways in which the exploitation of fish, one of St Helena's most valuable assets, might be developed. It is well known that fishing fleets from as far away as Japan and Taiwan were exploiting the seas of the South Atlantic and, using large vessels, were undoubtedly making significant profits. St Helena desperately needed two fishing vessels of between 22 to 25 metres to enable their fishermen to exploit the large fisheries on the sea mounts which were within St Helena's 200 mile fishing limits. However, securing finance to purchasing these vessels was a problem. Barry discussed ways that this could be done with good used vessels available in Northern Europe and efforts are now being made to evaluate these possibilities.

4.14.The people in these meetings presented fairly and strongly held views to us but we were not in a position to do other than understand and note the issues raised and to pass them on, as appropriate, to officials and the Council.

5. Evaluation

- 5.1.**Feedback on the seminar was very positive. Councillors welcomed the fact that we had come without an 'agenda' and without 'pre-prepared' PowerPoint presentations. They welcomed the open approach taken by the team which they felt had brought the new Council together and created an open forum in which Members could talk and learn freely. One Councillor described the event as "quietly spectacular"; another as a "phenomenal experience". In a subsequent blog post one of the Councillors said: "Members of the delegation gave us the benefit of our experiences, there was a loose agenda of topics but most importantly they created a space for us all to interact and speak openly. There was a profound sense of coming together and I know that we as a team of councillors will be a much stronger team for the experience. "
- 5.2.**From our perspective the level of engagement and the openness of the discussion left us feeling too that the seminar had been well received. We noted, in particular, that all members had attended all of every session. Discussion had been open and challenging on both sides and we welcomed the fact that officials of the St Helena Government had joined in freely and not sought in any way to be excessively or unreasonably defensive of their position or past actions.
- 5.3.**We left St Helena, believing that the electors had chosen a good team of councillors who were well able to rise to the tasks which will be presented to them.
- 5.4.**As a follow up to the visit we propose undertaking a more-detailed review, with the Councillors and the officers in the St Helena Council, to consider what further support and training might be of benefit to the Council and as a basis for inducting new members in the future.

6. Some further thoughts and observations

6.1.We have made it clear throughout this seminar that we are not under instructions to deliver any particular outcome, to send any particular messages or investigate any particular issues. However, in the course of the week we made a number of observations which we feel should be set down for others, who do have appropriate responsibilities, to take note of.

St Helena as a tourist destination

6.2.We have little doubt that there is enormous potential for high-quality tourism in St Helena and tourism of a type that could be managed to have minimal impact on the island. The Sustainable Economic Development Plan outlines a range of investment opportunities and estimates a total of 30,000 visitors per annum (500-900 visitors per week) to the island within 10 years. In our view there is a range of realistic markets to aim at and the figure quoted, some 600 visitors a week on average, seems both achievable and sufficient not to destroy the fragile environment on which a St Helena depends.



Dolphins in the bay at Jamestown

Enterprise St Helena (ESH)

6.3. We met Enterprise St Helena and many people referred to them as the main agents for economic development on the island. We can see the attraction of an arms-length body dedicated to pursuing this key element of regeneration. But we noted also a great deal of uncertainty about its role. A number of Councillors expressed concern that they did not have overall policy responsibility for ESH and, while the Governor assured us that ESH was operating to an agreed plan, there seemed a lack of awareness of it and buy-in to its objectives.

6.4. It is difficult to comment on whether this is simply a matter of communication and it might be that the situation will become clearer when the Council's new Economic Development Committee is up and running. Nonetheless, given the enormous amount of work that needs to be done, and the limited amount of time left, **any confusion over roles and responsibilities, and the lack of clear leadership, must be a cause of major concern.**

Sources of investment funding

6.5. We were told that SHELCO had been formed as the investment vehicle for the major development project. We were also told that, as yet, SHELCO did not have any funds available to it. While we can understand that private sector investors will be reluctant to commit funds before they can examine a specific business proposition, **it does seem a major concern that none of those involved in this investment vehicle yet have funds available.** There is a related risk that the UK Government will be asked to come in with further funding to support the follow on investment. Given the substantial commitment already made to St Helena this is unlikely to be a position anyone will find comfortable

Synchronisation

6.6. The construction of an airport is a major undertaking and a massive vote of confidence by the UK government in St Helena. But it will only deliver economic benefit if facilities are available for visitors who come to the island. These require the construction of accommodation and visitor attractions as well as some improvements in infrastructure such as roads. Success also requires homes to be built and the relocation of the St Helena residents who will be displaced by the new developments. In addition there will be a need for investment in the back-ups needed to sustain a tourism-driven economy. And all of this needs to be in place by 2016 when the airport opens.

6.7. A major effort will be required to deliver all these developments and synchronise them with completion of the airport. It is therefore worrying that, as yet, no hotel developer has entered into a contract for this project, that no firm funding sources are committed to it, that no actual progress has been made on the alternative housing and there is no clear idea as to which airline will provide service from St Helena and from where. Without the latter it is not possible to know anything about

the characteristics of future visitors which must be key to developing the marketing plan.

6.8. There may be more detailed plans in place than we were able to see in our short visit, but we were also concerned that while everyone accepted the crucial requirement to coordinate this wide range of developments, we did not see a firm plan for the remaining 31 months. This is a very short time period for a transformation project of this scale. **It seems to us that if the project is to be successful it should be a priority to obtain firm commitments from external commercial partners – from developers, funders, travel providers or airlines.**

Road infrastructure

6.9. We were very aware of the inadequacy of the Road Infrastructure and believe its improvement is another challenge in the next 31 months, unless of course some new public transport system is to be planned that will so impress the tourists that they can be persuaded to be car free. **If road enhancement is to be achieved, there is obviously no better time than when contractors and machinery are at hand.**

Internet connection

6.10. At present St Helena has a low-capacity satellite-based internet connection. It is clear to us that many of the problems the island faces due to its isolation could be eased by a high-quality broadband internet connection. For example it would open the door to tele-medicine, improve opportunities for distance learning and open the way to a vast array of internet-based economic development opportunities.

6.11. There are also plans, elsewhere, for the laying of a commercial fibre-optic cable (the South Atlantic Express cable) between South America and Africa. We were told that the overall project cost for the connector is around £200m and this could be diverted to provide a broadband connection for St Helena for an additional cost of under £10m.

6.12. We did not examine these figures in detail but, if they are broadly correct, the cost of the diversion seems relatively modest for the significant benefits that could be realised both to the private sector and more generally. We find it difficult to understand why there is hesitation about making this investment.

Oath of confidentiality

6.13. We have referred above to concerns about Members' concerns over being required to make the Oath of confidentiality set out in the Constitution. This does seem to sit uncomfortably alongside the Nolan principles, and the general thrust throughout the public sector everywhere for openness and transparency. While we have not examined the reasons why the oath was, relatively recently, put into the Constitution, **we do feel there is a strong case for reviewing why the oath is required.**

Ex-patriate expertise

6.14. St Helena depends to a large extent on the experience and skills of individuals coming under contract for 2-3 years from the United Kingdom. While we do not wish to diminish the important contribution these people make to a small island, a number of people expressed the concern to us that more effort should be put into ‘succession planning’ so that at the end of the contract the work could be carried on by someone local. Not only should this reduce costs and free up resources for use elsewhere, it would also reduce the risk of key individuals leaving at a critical point in a project simply because their contract had come to an end. **We wonder whether this kind of ‘churn’ could be reduced by constructing contracts around delivery of a particular project, with a succession plan built in, rather than simply over a fixed time period.**

6.15. A further benefit would be a reduction in the large number of people who at any one time are ‘off island’ on leave – and the need for their posts to be filled by others ‘acting up’ in the interim.

Other issues

6.16. Although we had extensive discussions about the future plans for St Helena we were slightly surprised that no significant mention was made of the role to be played by the Bank of St Helena, Solomon and Company plc which is the main trading company and supplier on the island (and 63% owned by the Saint Helena Government) and the future of the RMS St Helena. **All of these seem key players in the future development of the island and we were surprised that they did not appear to figure larger in the plans that had been drawn up.**



The RMS St Helena at anchor at Jamestown

New Prison

6.17. On a very positive note we were present while the Council made the decision on where to locate the development of a new prison for St Helena. This was a very difficult decision because of some very strongly held views by residents in the alternative areas. These were reflected in a range of conflicting views within the Council. There was no easy solution to this and it was typical of the sort of decision that will be facing St Helena over the next few years. We were therefore greatly reassured to observe a full and open discussion on this matter, including a public meeting, with individual councillors expressing their differing views before a decision was taken. Subsequently the full council accepted and supported the collective decision which had been taken 'in the best interests of St Helena overall'. **We hope this is the first example of positive working together for the future.**

Future CPA role in relation to St Helena

6.18. It is in some ways difficult at this stage to comment on future CPA engagement with St Helena and we are still to undertake a more-detailed evaluation of the seminar. Moreover, notwithstanding the immediate positive reaction it is too early to say whether it will lead to real and lasting benefits. However, we were conscious from the discussions that there are some real challenges facing St Helena with the coming of the new airport. Due to its isolation it is not easy for the Council to learn about experiences elsewhere and this needs to be kept in mind. We can see considerable merit in the CPA maintaining its links with the Council in St Helena and, at least, considering a similar seminar in, perhaps, two years time by when the new Council will have gained a considerable amount of practical experience of governance and leadership.

7. Conclusions

7.1.We visited St Helena at a critical time in its development with the construction of the new airport well in hand and a strong mood amongst the people of St Helena for change in the Government and its Council. The decision to invite the Commonwealth Parliamentary Association to hold this seminar on Leadership and Governance, and its timing, seem to us wholly appropriate. We welcomed the open and honest discussions we had with the new Councillors and officials, and were reassured by their comments that the seminar had been a very worthwhile exercise for them. Our perceptions of the seminar's impact were equally positive and we feel that sharing the wide-ranging experiences we had to offer will be of real value to the Councillors in the coming months and years as they face up to the challenge of leading St Helena through a time of major change.

7.2.While the seminar has involved a considerable commitment of both time and money, we feel this investment was well justified. We would urge the CPA to continue to support this fragile island community, and British Territory, in the future.

7.3.Finally we would like to thank everyone we met both on the RMS St Helena and on the island for their warmth, friendship and hospitality over the three weeks we were away.

7.4.David Shutt, Tim Crookall, Barry Paint and Joyce Watson also wish to thank John Grimes for assembling our several contributions into such a useful and readable report and including some of his splendid photographs.

- David Shutt
- Tim Crookall
- Barry Paint
- Joyce Watson
- John Grimes

Annexes

A. Seminar programme.

B. Main press coverage

- (i) CPA to brief new councillors - Sentinel 1 August
- (ii) Cherish your councillors article with photo - Independent 9 August

Annex A: Seminar programme



POST ELECTION SEMINAR

ST HELENA

30 JULY – 6 AUGUST 2013

Aims and Objectives

Aim - to strengthen and promote good governance in St Helena through providing a framework for newly elected Councillors to work from

Objectives -

1. To develop an understanding of the Leadership required by Councillors, in the community;
2. Setting the strategic direction of Government - understanding the Medium Term Expenditure Framework (MTEF)
3. To provide understanding about the scrutiny and accountability role of the Councillor
4. Understand the principles of Ethics and Integrity, and the Code of Conduct required by Elected Members;
5. Provide an understanding of the mechanics of working with the Public Service;
6. Working for Constituents and the importance of communication;
7. Provide guidance on how councillors should set policy;

By the end of the Seminar, participants should have a good understanding of the role of a Councillor as a strategic policy maker and representative of the people with a sound knowledge of the ethical behaviour and standards that are expected of Councillors.

Arrival - Day 1 – Tuesday, 30 July 2013		Notes/Lead Persons
<i>Arrive St Helena – met at wharf by Secretary, CPA Branch, Acting Deputy Chief Secretary, Clerk of Councils and Assistant Clerk of Councils</i>		
11 am	<p>Check-in to Consulate Hotel and visit Supreme Court House and Council Chamber</p> <p><i>Meet with team in St Helena and FCO office</i></p> <p>Venue – Governor’s Office, The Castle</p>	
1 pm	<p>Introductory session with Councillors</p> <p>Introduction to the Seminar</p> <p><i>Aims and objectives for the programme; what people hope to get out of the time; identify additional topics to be covered in free session.</i></p>	Delegation (His Excellency the Governor in attendance)
2 pm	<p>Feed back on elections</p> <p><i>Open forum discussion from both sides on the experience of standing for election.</i></p>	Delegation with input from Returning Officer and Assistant Returning Officer
3pm	<p>Questions and Motions (Objective 7)</p> <ul style="list-style-type: none"> • <i>Effective use of Questions and Motions at formal meetings of LEGCO. What rules govern questions and motions.</i> 	Delegation with input from Attorney General
Day 2 – Wednesday, 31 July 2013 – Role of a Councillor		
9 am – 12 noon	<p>The Role of a Councillor (Objectives 1, 3, 4 & 7)</p> <ul style="list-style-type: none"> • <i>The pressures and conduct of an Elected Member</i> • <i>working with other Councillors;</i> • <i>understanding leadership collectively and as an individual</i> 	Delegation
1pm	<p>Break down of responsibilities (Objectives 3 & 6)</p> <ul style="list-style-type: none"> • <i>What role does a Councillor hold both in the Constituency and in the Council</i> • <i>How does a Councillor balance these roles?</i> • <i>How do you represent everyone?</i> 	Delegation with input from Attorney General

3pm	Public response to change <i>Role of the Councillor in managing public response and expectations</i>	Delegation
3.30 pm	FREE SESSION	Topic to be advised by Councillors
Day 3 – Thursday, 1 August 2013 - Committees; scrutiny and accountability		
9am	Committee System (Objective 7) <ul style="list-style-type: none"> • <i>How is the Legislative Council structured?</i> • <i>Role of the different Council Committees.</i> 	Delegation with input from Attorney General
10.30 am	Executive Council vs. Council Committees (Objective 7) <ul style="list-style-type: none"> • <i>Where do decisions get taken</i> • <i>How do topics/debate come to the Executive Council and how do they all interact</i> 	Delegation with input from Attorney General
1 pm	Scrutiny of legislation (Objectives 3 & 4) <ul style="list-style-type: none"> • <i>The scrutiny role of Councillors</i> • <i>How to scrutinize effectively</i> 	Delegation
	Roles within a Committee <ul style="list-style-type: none"> • <i>How to balance conflicting pressures when involved in different Committees</i> • <i>Committee chairs and committee members</i> 	Delegation
Day 4 – Friday, 2 August 2013 – Visit to Prince Andrew School and Roles and Responsibilities		
9 am	Visit to Prince Andrew School by delegation	
1 pm	Councillor /official session – Working with officials Balancing roles of officials and Councillors Who does what? Balancing Commitments (Objectives 1-4) <ul style="list-style-type: none"> • Life as a Councillor on a small island territory, competing interests • Understanding priorities 	Delegation

	<ul style="list-style-type: none"> Working together Day to day running of the Council 	
Day 5 – Saturday, 3 August 2013 - Strategic Direction, Committees; practical measures and financial scrutiny		
9 – 12 noon	Medium Term Expenditure Framework (MTEF) -Strategic Planning and Budgeting (Objective 1) The role of Councillors in the MTEF process at Committee, Executive Council and Legislative Council levels <ul style="list-style-type: none"> How to plan and amend policy Budgeting in accordance with policy and priority	Director of Strategic Policy and Planning and Acting Financial Secretary
1pm	Running a Legislative Council (Objective 5) How is the Council supported and financed;	Acting Chief Secretary/Acting Deputy Chief Secretary
1.30 pm	Financial Scrutiny (Objectives 3 & 4) What is the role of Councillors in scrutinising the Executive	Delegation
2.30 pm	Split to different potential committee groups (Objective 1 &5) Sessions with individual Councillors on issues/pressures they have concerns over. Working with different Members and officials within Committees	Delegation
Day 6 – Sunday, 4 August 2013		
10 am	Visit to airport site followed by Island Tour (arranged for delegation)	Enterprise St Helena
Day 7 – Monday, 5 August 2013 -Effective Communication		
9am	Contact and Communication (Objective 6) Communications workshop focusing on:- <ol style="list-style-type: none"> external communications and the media at a local and international level 	Delegation with input from Chief Public Relations Officer

	b) internal communication with other Councillors and constituents	
10.30 am	The Role of the Media in Oversight (Objective 3 & 4) <ul style="list-style-type: none"> • How do the media and Councillors interact? • how to build successful relationships with the media • media tips for Councillors 	Ditto
1 pm	Councillor and official session – Rise in new technologies - <ul style="list-style-type: none"> • The relevance of social media and how to make the most of it • Policies and practices on the use of social media at a personal level by Councillors 	Ditto
2.30 pm	Outside Influence (Objective 1, 3, 5 &6) The impact of change and development; International policy changes; Coping with the ever changing landscape including interest and development in the new airport	<i>Delegation</i>
	Wrap –up/Feedback on Seminar	<i>Delegation</i>
Day 8 – Tuesday, 6 August 2013 – Departure date for delegation		
<i>Departure day</i>		

Annex B: Main press coverage

SENTINEL COMMENT

Richard Wallis, SAMS

In a recent interview with Lawson Henry he said that the island needs to recognise its successes. He meant things within government and big successes like the St Helena Small Island Games Silver and Gold medals. I got to thinking that it's not just the large successes that people need to appreciate. Sometimes it can be the very smallest of things that can make you feel special. Even if that feeling is fleeting the overall effect to your day can be very valuable.

I like to try and find one thing a day that I really like. Special things that you do during the day that you do just for yourself will brighten your day greatly. It may only be a flippant indulgence but recently I found that Sally's DVD shop sells soft serve ice creams and during the week if I can I will treat myself to five minutes as I enjoy one of these ice creams.

Last week Damien O'Bey brought his own percolated ground coffee into the office and offered it around. The unexpected high quality of coffee really made my day and the small amount of enjoyment that it brought to me, carried me through to the next day.

What do you do to enrich your life? Is it a good cup of coffee in the morning? Ten minutes a day with a good book? Or something as simple as an ice cream from a shop in town? The big successes will come if each person is making time to ensure that they personally are doing something each day towards their own personal happiness.

Happiness is infectious. It has been studied by the world leading institutions such as Harvard Medical School, British Medical Journal with articles written in the Telegraph Newspaper and many other papers. Government bodies make economic decisions based on the happiness of its people.

One way that we can ensure the future of this island is to make sure that we each take time out every day to pamper ourselves. Happiness is not something you postpone for the future; it is something you design into the present.



Above, CPA delegation at Plantation last night for a reception with Governor Capes, members of Legislative Council and other invited guests. Picture, left to right: Joyce Watson, John Grimes, Barry Paint, Governor Capes, Lord Shutt and Tim Crookall.

CPA TO BRIEF NEW COUNCILLORS

At Governor Capes' invitation and financed by the Governor's Delegated Fund, a Delegation from the UK Branch of the Commonwealth Parliamentary Association (CPA) will arrive on-Island on Tuesday 30 July. The Delegation, working with senior SHG officials, will hold a series of seminars for newly elected Councillors, as a major part of their induction process.

The seven-day induction programme has been designed to strengthen and promote good governance in St Helena.

Members of the Delegation will brief Councillors on their role as Councillors, the leadership required from them, strategic policy making and the function of Committees, dealing with conflicting pressures, working with officials, the importance of keeping the community informed, effective communication, scrutiny and the accountability of Councillors, and the ethical behaviour and standards that are expected from Elected Members.

Governor Capes said:

'I am grateful to the CPA for responding so positively to my request for a small team to visit St Helena at this important moment, to help prepare our recently elected Councillors to carry out their new responsibilities.

'I recognise that it represents a significant commitment from the visiting team in terms of time away from their many duties in the UK and I much appreciate their willingness to assist. Although it is quite costly to bring the team here for a week, I believe it makes good use of the Delegated Funds provided to me by the Foreign and Commonwealth Office. Our Councillors have a heavy agenda ahead and I want to give them the best possible start.'

Members of the CPA Delegation are:

- Lord Shutt of Greetland OBE FCA (a former Deputy Chief Whip in the House of Lords)
- Barry Paint (an Elected Member - or 'Deputy' - on the Island of Guernsey)
- Tim Crookall (a Member of the House of Keys on the Isle of Man)
- Joyce Watson (Welsh Assembly Member for Mid and West Wales since 2007), and
- John Grimes (former Head of Governance at the National Assembly for Wales)

SHG

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Funny how
time flies!

Pictures in the
news a year ago

'Cherish Your Councillors' – Lord Shutt

Vince Thompson

Talking to *Saint FM* on the final day of the Commonwealth Parliamentary Association's [CPA] visit to St Helena, the leader of the visiting CPA delegation, Lord Shutt, said he is convinced the twelve councillors elected last month 'should be cherished, cherished by people and cherished by the officers here'. He added that all twelve councillors had attended every single session that had been held during the six day visit.

The CPA delegation from the UK had been invited here by the St Helena branch of the CPA. The visit was organised quickly and arrangements were hurriedly put together. Despite that, both Lord Shutt and Joyce Watson of the National Assembly of Wales, who joined Lord Shutt to speak on *Saint FM*, were certain the six days of discussions with St Helena's councillors had been very worthwhile.

The discussions centred on governance; this included the roles of councillors and officials and their responsibilities. Openness in government was pointed out as being a major concern during the talks and Lord Shutt said he brought a copy of the UK Freedom of Information legislation with him and left it here for councillors to refer to.

Both Joyce Watson and Lord Shutt pointed out the 'huge difference' between the way politics works in St Helena and the UK and emphasised that St Helena has to find its own solutions as there is nothing 'on the shelf' which can just be taken down and used as it stands. Governance on an island



'a long way from anywhere' which has a population of 4,000 will have different ways of doing things compared with a much larger island of 60 million people which is over 4,000 miles away.

Another main theme that came out of the discussions was general agreement that Legislative Council members should support each other. Joyce Watson said there is a range of expertise among the new group of councillors and this should not be overlooked. While widening access to the internet will make much needed information more easily available to councillors Joyce pointed out that the information gained is only the starting point. St Helena will have to arrive at its own conclusions. Joyce also said she is a firm supporter of government by the people, for the people.

The CPA delegation found that councillors had a good level confidence in their efforts and their intentions to make changes for the better and to achieve

what they wanted to achieve. However, as several members of the new Legislative Council are new members both Lord Shutt and Joyce Watson thought the timing of their visit meant they had helped to 'speed things up a bit' with the advice and support they had been able to give the councillors. Joyce Watson added the strength of the group is in its diversity.

The CPA delegation said they had enjoyed the visit very much and thought St Helenians need not worry about tourism development not succeeding. St Helena is 'a fantastic tourist destination', said Lord Shutt, 'it is very, very special'. Joyce Watson finished the interview by pointing out that all councillors had answered her question about the main overall priorities they had for the next four years and all came up with very similar responses. The people, the environment and heritage were always top of the list of priorities for councillors.



Initial Training Ceremony

The St Helena Police Directorate, held their initial training course ceremony at the Police Club last Friday. The four students were WPC Julianne Benjamin, PC Arthur Beckett, Cadet Geita Leo-Crowie and WPC Nicole Francis. At the ceremony speeches were held by HE the Governor, the CoP Peter Coll, Training Officer Sergeant Clarence Roberts and on behalf of the students, Arthur Beckett. Peter Coll, presented the certificates. The award for the top student went to Julianne Benjamin, who had a fantastic score.



