

ADDENDUM

**Correction to the Agenda and Reports for the Christmas Meeting  
of Chief Pleas – 18<sup>th</sup> January 2012**

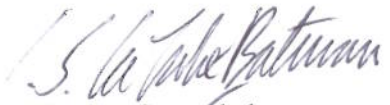
Enclosed are two additional papers for inclusion under Item 12, G.P& A report entitled “Review of Sark’s Administration”, omitted due to an administrative error.


In addition, please note:

Item 8, “Helicopters & Aviation Issues”.

In the last line of the Proposition should read “...*without* the consent of Chief Pleas”; not “..*with*..”!

21<sup>st</sup>. December 2012

  
Deputy Seneschal

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## Project Proposal

**Prepared for:** Charles Maitland, Conseiller; Chairman, General Purposes and Advisory Committee

**Prepared by:** Belinda Crowe

**18 November 2011**

### Aim

To conduct an independent review the present administrative and executive support arrangements for the Government of Sark and make recommendations for reform which would provide the Government with the impartial, accountable support necessary to develop and implement policy and deliver services in a manner appropriate to a modern democracy.

Options and Recommendations will take account of:

- the size of Sark as a jurisdiction
- the newness of Sark's democratic arrangements
- the limited resources available
- the highly valued spirit of voluntary contribution to the running of Government.


### Output

A report of the present position with recommendations and options for change in line with the above aims.

### Notes

*1. The report would not specifically address issues of implementation, such as any legislative change required to give effect to reform or practical measures on how to effect change. Advice on the former would need to come from Government legal advisors; advice on the practicalities of implementation could be provided by Belinda Crowe Ltd as a separate commission following a decision by the Government of Sark on how it wishes to proceed in light of the report.*

*2. Although the commission does not cover consideration of the organisation of the Government and its Committees, recommendations could include some reform if the consultant considers that the aim of the review could be met by inclusion of such recommendations.*

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## Methodology

The methodology to be used would be as set out below:

- Desk based research/analysis of existing arrangements
- Interviews and discussions in Sark with interested parties to inform an assessment of current arrangements and ideas for improvements. Interested parties to be identified by the sponsor, with suggestions from the consultant and others identified during the course of the review.
- Desk based research of arrangements in other jurisdictions
- Report writing

## Timetable

Subject to availability of people to be interviewed, the report would be completed by end February 2012.

## Charges

- 7 days consultancy, single consultant @ £1,000 per day – **total £7,000.**
- Flights and hotel accommodation expenses. Two trips to Sark anticipated.
- Any expenses incurred in the UK to be met by Belinda Crowe Ltd.

## Breakdown

- 1 days interviews/discussions (in Sark, or Guernsey if more appropriate)
- 3 days desk research of existing arrangements and relevant documentation<sup>1</sup>
- 2 days report writing
- 1 day presentation of report in Sark (optional - if required by the sponsors, otherwise 1 day's charges to be deducted from the total above).

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<sup>1</sup> Information not publicly available to be provided by the sponsor.

## **Belinda Crowe**

A management consultant using skills and experience gained over many years as a senior civil servant with an excellent track record in policy, operational delivery and change and programme management in complex, high profile political environments. Throughout my career I have developed excellent relationships with stakeholders within government, including Ministers, and throughout industry. I have a particular interest and experience in advising on politically, high profile issues.

### **Career Summary**

#### **Belinda Crowe Ltd**

As an independent, and an associate, consultant I work with a range of organisations to develop strategies and practical ideas for improving governance and accountability. Using my extensive experience in Central Government my advice includes organisational design and culture, creating optimum leadership and governance arrangements, media handling and information expertise.

#### **Information Director, Ministry of Justice (MoJ): 2008 to 2011**

With a 200 strong, UK-wide team I led the delivery of all MoJ's information responsibilities including development of government policy on Freedom of Information and Data Protection/Sharing, compliance with information legislation (Freedom of Information Act, Data Protection Act, Public Records Act) information assurance standards and library services. I led and advised on a number of large cross-government and cross-department programmes to build capacity, drive out efficiency and improve performance.

#### **Head of Information Rights: 2006 to 2008**

Led the development of UK policy on Freedom of Information and Data Protection.

#### **Head of Crown and Devolution Division: 2003 – 2006**

Policy responsibility for the UK's constitutional relationship with the Crown Dependencies, a range of other 'Crown' related issues and Devolution strategy.

#### **Head of Gender Recognition Division: 2003**

Developed Government's 'Transsexual' policy through to publication of Draft Bill and implementation plan.

#### **Head of Administrative Justice: 1999 - 2003**

Responsible for policy on public inquiries and tribunals.

#### **Department for Social Security (Operations): 1979 – 2000**

Held a variety of posts in DSS, mainly operational, managing teams of up to 250 staff, processing pensions and benefits claims.

#### **Specialist Secondments**

- Three years with the Parliamentary Ombudsman investigating complaints against Government Departments.
- 18 months as a Benefits Agency National Vocational Qualification (NVQ) assessor.