



PROPOSAL FOR NON-EXECUTIVE MEMBER TO UNDERTAKE "STUDY TRAVEL"

(Version 2.2- December 02)

The relevant Remuneration Tribunal Determination (copied overleaf) provides non-Executive Members with an entitlement to financial assistance for the purposes of studies and investigations ("study travel").

Consistent with the requirements of the Determination, a non-Executive Member proposing to utilise this entitlement is required to submit certain details of their proposal to the Speaker for approval. The Speaker has agreed that non-Executive Members should complete the following details to address the requirements of the Determination.

Members should note that approval to utilise this entitlement cannot be sought retrospectively.

Mr Speaker

I am proposing to utilise my "study travel" entitlement and seek your approval accordingly. To enable you to consider my proposal, the following details are provided:

Brief Description of the Proposed Activity (including the purpose of the journey/activity and details of any conferences to be attended or training to be undertaken):

Attend the CPA Commonwealth Government Whips Network

Detailed itinerary (including dates and times) of the places to be visited/activity to be undertaken:

13 July 2010 to 16 July 2010 in Sydney NSW
3 nights TA, airfares Canberra to Sydney return.

Estimated Cost of Activity \$1750.00
(cost should include fares, travelling allowances, conference fees and other training expenses)

I have confirmed with the Secretariat's Corporate Services Office that I have \$ 18,000 available / remaining of my "study travel" entitlement.

I understand that, if the proposal is approved, I will submit to you, within eight weeks of completing the activity, a written report detailing the travel undertaken and expenses incurred (including any reimbursement received for nominee accompanied travel), names and area of responsibility of persons contacted, a summary of business undertaken, and, in relation to any approved training undertaken, a report on that training.

John Hargreaves, MLA
Member's Name

Signature 9 17 10

APPROVED / NOT APPROVED
*Delete as applicable

Speaker 9 17 10

Extract from the relevant Remuneration Tribunal Determination

5. Travel for the Purposes of Studies and Investigations

5.1 A non-Executive Member of the Assembly shall be entitled to financial assistance from the Assembly for travel for the purpose of undertaking studies or investigations of matters relating to his or her duties and responsibilities as a Member, or to attend conferences or training courses, subject to the following conditions.

5.2 During the life of each Assembly the maximum amount of the entitlement is \$3,000 in respect of the cost of fares, travelling allowance, conference fees and other training expenses incurred.

5.3 Subject to the limitation in sub-clause 5.2, the entitlement is available for use on more than one occasion during the life of each Assembly.

5.4 With the approval of the Presiding Officer a non-Executive Member may be permitted to draw on the entitlement after submitting details of the purpose of the journey, the period of the journey, a detailed itinerary of the places to be visited and details of any proposed attendance at conferences or training to be undertaken.

5.5 Within eight weeks of completing the journey or attending the conference, a non-Executive Member who has drawn upon the entitlement shall submit to the Presiding Officer a written report detailing the travel undertaken and expenses incurred (including any reimbursement received for nominee accompanied travel), names and area of responsibility of persons contacted, a summary of business undertaken, and, in relation to any approved training undertaken, a report on that training

(Sample report attached)

***The Australian Parliament Parliamentary Whips Network
13-17 July 2010***

***Report to the Commonwealth Parliamentary Association
(ACT Branch)
And
The ACT Legislative Assembly***

John Hargreaves MLA

July 2010

Mr Speaker and
President of the ACT Branch of the Commonwealth Parliamentary Association

I present a report to the ACT Branch of the CPA and to the ACT Legislative Assembly on return from my study trip in July 2010.

I was fortunate to attend the inaugural Australian Parliament Parliamentary Whips Network, in Pokolbin NSW between 13th and 17th July 2010. The workshop was attended by Whips from fourteen jurisdictions, including eight from overseas. A list of the attendees is at Attachment A. It should be noted that the Whips were from a variety of Parties and from both Government and Opposition both one-party and coalition.

It was the initiative of Roger Price MP and Alex Somlay MP from the Australian Parliament, and partnered by the CPA.

Opening welcome – Roger Price MP

Mr Price outlined his (and Mr Somlay's) concepts for the 1st Whips network – an idea from the Australian Parliament. He outlined his idea of the objectives, how different parliaments operate, commonalities and mentoring. He also outlined his ideas on the Whips' role in parliamentary discipline, pastoral care and the ongoing role for Whips

Rt Hon John Spellar, MP - Chief Opposition Whip - UK addressed the workshop. He informed the workshop that Chief Government Whip in the UK is the Parliamentary Secretary to the Treasury and is the manager of Government Business. This is not so in any Australian jurisdictions.

There was some discussion on relationships between House of Commons and Lords' Whips and he indicated that the relationship between government and opposition will be a topic for discussion later in the workshop.

A Whip needs to manage the presence of Members in the House – as against the need to be absent. This is an issue for large parliaments but not so much for smaller ones.

General Discussion

Following the address by Mr Price and Mr Spellar, a general discussion canvassed the following points:

- There was some discussion on Whip's role in managing votes where caucus/party room processes don't/can't apply:

- Size of legislature can be an issue
- Some parliaments can't fit all Members in one room

- **Bells**

There was discussion on how long the bells were rung on Divisions. The following is a thumbnail of some jurisdictions:

- Saskatchewan ring for 30 minutes
- WA 2 minutes
- Australian Parliament 4 minutes
- Bermuda 4 minutes
- NZ 7 minutes

- **On Divisions**

- NZ – Members can be in the precinct, but Whips cast votes for Members not in the Chamber. Members don't have to be in the Chamber. Whips have to have signed proxy forms and can vote on other Members' behalf. Whips should say "I cast 58 votes for this motion" They don't have to hand proxies over to any authority..
- Quorum is at least one minister in the Chamber – as long as Members are in the precinct quorum is satisfied. Bells only ring for Question Time and personal votes (not sure what this is)
- Sometimes the Whips get together and agree on the fate of the bill and cast the votes when a division is called.
- In Bermuda and NZ – no "pairs system" in operation. There is no trust present in Bermuda.
- The Australian Parliament has a system of proxies, through the Whips, for Members who are nursing mothers and feeding at the time of the division. It is allowed through a Temporary Standing Order.
- It seems to be that Whips are often the source of advice and so should be long standing Members.
- There is also the role of advising the Speaker on the State of the House, votes etc.

Managing the Business of the Parliament

- Ms Lovitta Foggo JP MP – Bermuda Government Whip presented how Whips operate in Bermuda. The following is a précis of her presentation:
 - The Whip does not sit in Cabinet (as opposed the UK experience)

- The Manager of Govt Business emails information to the Whip after Cabinet. The Whip advises the Speaker on the business to be presented to the House.
 - Caucus discusses the items proposed for debate – must go to Caucus 2 weeks before debate.
 - Caucus and backbenchers are more numerous than Cabinet
 - The Whip determines who will speak on items and how long the speech is (other than ministers)
 - Bermuda has 36 Members in the Lower house (quorum is 14)
 - It takes 3 Opposition Members standing to call for a division.
 - The Speaker appoints Members of select committees, on advice from the Whips
 - Bermuda has a Rules and Privileges Committee (The ACT could consider combining the Administration and Procedure Committee and Privileges so that we have the same committee for a whole term)
- Hon John Amaratunga MP, the Chief Opposition Whip in Sri Lanka presented how Whips operate in Sri Lanka. The following is a précis of his presentation:
 - Parliament sits every other week in the year – for 4 days
 - Questions for Question Time are submitted to the Secretary-General (Clerk) in advance.
 - There is only one hour for Question Time
 - Members are elected for a 6 year term
- Mr Randy Weekes MLA, the Government Whip in Saskatchewan Canada, presented on how Whips operate in Saskatchewan. The following is a précis of his presentation:
 - He described how the Provincial Parliament works
 - The Budget debate goes for 5 days.
 - They sit for 4 days from 1.30pm to 5pm and 7pm to 10.30pm and one day from 10.30am to 1.30pm
 - Saskatchewan has “Members Statements” which are for 90 seconds. They are usually on constituent matters but recently it has degenerated into political point scoring.
 - There was once a limit of 25 minutes per speech on the Budget debate but now there are no time limits and no structure.
 - Generally Government Members don’t speak on the adjournment debate

- Thursdays are Private Members Days –with a 10 minute question period on the subject of the debate (a bit like our Assembly Business time in PMD only with questions).
- 2 Members have to stand to call a division
- There is no pairing because there is no trust.
- As in the ACT, the legislature approves committee Membership.

❖ ***NSW has a limit of only 1 quorum call per day.***

- Rt Hon John Spellar, MP, the Chief Opposition Whip in the UK presented a short talk on how Whips operate in the UK Parliament. Ms Watkinson MP would expand at a later time. The following is a précis of his presentation:
 - It is essential the Whips have faith and trust in each other and don't lie to each other.
 - In the UK, Whips manage the business of the Parliament – they make sure that scheduling of business is on urgency and relevance basis shared among ministries.
 - In UK, Question Time is divided daily into portfolio days. Eg: Monday QT is on Education; Tuesday is on Transport; etc
- Hon Washington Jakoyo Midiwo MP, the Chief Whip in Kenya presented a talk on how Whips operate in the Kenyan Parliament. The following is a précis of his presentation:
 - There is a Grand Coalition Government with very few Opposition Members.
 - Most of the Members are in 2 political entities – one large party as part of one large Coalition. The Opposition is largely irrelevant.
 - Kenya sits for 3 days –
 - Tuesday – Govt Business
 - Wednesday AM – PMB
 - Wednesday PM – Govt Business
 - Thursday – Govt Business
 - Recently the Standing Orders allowed 7 days for the Budget debate. Thought to be too long and was reduced to 4 days (recently, however, the debate only took 30 minutes!)
- Mr Nelson Hadley Cole Simons JP MP, the Opposition Leader and Whip in Bermuda presented how Opposition Whips operate in Bermuda. The following is a précis of his presentation:

- Budget debate is for 56 hours
 - Other than Cabinet ministers, all parliamentarians are part time and have separate careers
 - Only ministers have staff – no other Members have staff
 - The Adjournment Debate is 20 minutes per speech – no limit on the number of Members or overall time.
 - In Bermuda, Members can ask questions after Ministerial Statements
- John McGrath MP, the Government Whip in WA presented how Whips operate in WA. He outlined the process which was familiar to all Australian jurisdictions but indicated that there is no Adjournment Debate.

Maintaining Relationships

This session was led by Mr Patrick Secker MP, the Australian Parliament Opposition Whip and discussed the following issues:

- Meeting structure, Party Room, Whip's morning teas with backbenchers, ministers, staff.
- Liaison with leadership, Party
- Regular chats with other Whips
- Communications with Speaker's office
- Important that trust be present.
- Weekly Whips meeting – all Whips
- Communication with parliamentary staff – Clerk, Deputy Clerk etc
- Whips should be the eyes and ears of the Leader.

General Comment from the floor

- Whips should have regular meetings with Managers of Government Business
- In the UK, the staff member in the Whip's office is not a political appointee. It is the same in WA. The staff member is a parliamentary officer and does not get involved in partisan issues.
- Whips must have highly competent staff, well versed in the Standing Orders, conventions and relationships
- In Malaysia, the Deputy Prime Minister is the Government Whip
- In NZ, the senior Whip certifies claims for expenses such as telephone reimbursements for Members and staff, ie **any** claims for expenses on reimbursement.
- In NSW the Leader of the House is not now a Minister. He or she is a Parliamentary Secretary.

- In NZ and NSW, all Members' leave details are advised to the Whip's office so that **someone** knows where everyone is at any time.
 - In some jurisdictions, parliamentary leave is done by formal application sent to the First Minister, via the Whip who moves the motion granting leave by the Parliament. For general leave between sitting periods, the Whip moves the motion.
- **Types of "Whips"**
- **One line Whips = nice to have a Member in the Chamber/precinct**
 - **Two line Whips = must be in the Chamber/precinct but it may be OK to be absent**
 - **Three line Whips = must be in the Chamber and can only be away with clearance from the Whip (and a pair if these operate)**
 - **Four line Whip = must be in the Chamber – no excuse!**

Break Out Session

- This session was for Government Whips in one room and Opposition Whips in another. My notes are only concerning the Government Whips.
 - **Communication**
 - NSW produces a magazine every sitting period – light hearted - called "*Cracking the Whip*"
 - NSW give's a Whip's report to the Caucus each meeting after "Minutes"
 - Queensland reiterated that in Business meetings, time limits (within reason) are attached to all items of business and agreed.
 - In Westminster, the Government sets the length of time for debate and Members must seek the Speaker's OK to take part in the debate. The Speaker sets the speech timing and can adjust as the debate ensues.
 - In Kenya, if a Member is going on and on, another Member can rise and move the Member conclude; a vote is then taken without debate.
 - In the UK, a Member, moving a motion, can't come into the Chamber, make a speech, leave, come back and close. The Member must be there all of the time.
 - At the end of the UK sitting week, the Leader of the House advises in a short speech, what the business is for the following two weeks. The Government is bound in week 1 but can vary week 2 describing that business as "provisional"

- There was some discussion on the pastoral care role and the role of counselling.
- In many jurisdictions, the Leader of the House sends advice of the agreed business to the Whip.

Managing Transition

- ***Opposition to Government***

- Ms Jo Goodhew MP, the NZ Junior Government Whip opened the discussion and advised that in NZ:
 - The Nationals in partnership formed government
 - There are quite a few new Members
 - After the election of PM, was the election of Whips
 - Negotiation of confidence and supply agreement and the distribution of ministerial positions ensued next.
 - Chairs and Deputy Chairs of committees were decided on proportional lines
 - Committee Membership is managed by the Whips
 - Whips manage the appointment and employment of political staff.
 - There were serious issues for backbenchers who were very involved in the lead up to the victory, who were now feeling left out and irrelevant. There is a need to keep them involved.
 - Whips organise the social functions every 3 weeks (all Members hit up for a donation to the "fund")
 - There is a real risk is that the Caucus could break up into Cabinet and backbenchers

- Mrs Angela Watkinson MP, the Government Whip in the UK, followed and advised that, in the UK:
 - It was possible for Conservatives to go as minority Government but it would have failed early.
 - Labour could have gone into coalition and it would have fallen apart.
 - Conservatives formed coalition with Liberal Democrats – this involves massive compromise.
 - The big issue is on "AV" or alternative voting – a change to the voting system.
 - Whips have to cope with disappointed colleagues – shadows who missed out, described as "the Awkward Squad".

- Some new ministers have experience and some don't. Whips have a role to assist.
 - Whips are given departmental role – attend departmental meetings and assist the ministers. (are Parliamentary Secretaries)
 - Whips assist the new Members. The new Members come from all parts of the community and some have little political nous and need assistance.
 - Opposition is much easier than Government.
 - The last election saw 150 new Members and accommodation allocation was managed by Whips which was a difficult domino issue.
 - Many people coming into Parliament really didn't know what the job is really about. A shock for some.
 - The Coalition concept has resulted in 3 Whips, not 2. The minor Party now has to have discipline and this is an issue for them.
 - The Coalition Whips get together and work together on managing the business of the House. Working well.
 - For some business, Government Whips are regarded as ministers but do not respond to Questions at Question Time.
 - UK Whips for the Government are not allowed to make speeches or ask questions. This can be irritating at times.
 - In Government, there is no margin of error. In Opposition, you can get away with some things but not in Government.
- Mr Roger Price MP, the Chief Government Whip for the Australian Parliament briefly added to his introductory remarks, saying that:
 - The Whip is the Chief Housekeeper, responsible for accommodation, car spaces, a range of support services and the first point of call.
 - Whips are involved in establishing the new committees both House and Caucus
 - The Whips didn't handle well the disappointment of Members who missed out on Ministries on taking Government, showing a lack of understanding of the pastoral care role.
- ***Government to Opposition***
 - Rt Hon John Spellar MP, the Opposition Whip in the UK, also added to his introductory remarks, by saying that:
 - Sometimes action in Government can come back to bite when in Opposition and vice versa.

- The Ministers operate out of an office in the Department – and have a small office in Westminster
- The transition is harder for Members who have always been in Government and easier for those who have experienced Opposition.
- There is a residual ownership of policy positions by ex-ministers who don't know how to "oppose".
- New Opposition have difficulties coping with the lack of a civil (public) service support system.
- Both Ms Watkinson and Mr Spellar – "*Governments have to win **all the time** – Opposition can win **from time to time***"
- An Israeli Opposition leader said
 - "*Government gets up in the morning and says "What do I **do** today?" and the Opposition gets up in the morning and says "What will I **say** today?"*
- In the UK, all ministers get a 3 months redundancy based on a formula with age and length of service, up to 12 months (first £30,000 tax free) – if they lose their seat.

Professional Development

This session was led by Senator Stephen Parry, the Chief Opposition Whip in Australian Senate:

- The Mock Chamber work provided by the Department of the Senate was most welcome.
- The Whip's office run induction courses for new Members and co-ordinated training from others.
- Families were invited to training sessions in individual Members' offices
- Training should be expanded to include ethical training and other such issues.
- The description of Party Room processes as an information sharing issue was helpful.
- The Whip is the focal point for issues facing the Senate
- There is a "buddy" system for 12 months – new senators are paired with a more senior senator. Good mentoring process
- There is a real issue of **support for the Whips**. Whips are asked to support the members but there is no service to support the Whips. Perhaps this forum going forward could consider the matter.
- Codes of Conduct were discussed. NT have now incorporated Twitter and Facebook access into their code
- The Rt Hon John Stellar MP preferred an informed process enforced by the Whips office rather than a written code.

Presentation on Employment Assistance Program for Members of the House of Representatives in Australia

Ms Julie Smith – Davidson-Trechaire-Corpsyche (DTC) – presented a session on EAP for Members and staff and advised the following:

- DTC has a contract with the Department of the House of Representatives (also have a contract with ACTLA but only for staff)
- EAP for Members (no such service for ACTLA Members)
- Program has seen 12 Members of the House of Representatives in the past 12 months
- The Australian Parliament is probably the only parliament providing this service to Members and Senators
- EAP uses cognitive based therapies
- 70% of issues are personal ones
- MPs are 35% more likely to experience divorce
- Depression and anxiety commonplace – 30% are work issues
- Stress, work life balance and relationship issues with peers are abundant.
- Also provide critical incidence support – suicides, fatalities, assaults, and major disasters.
- Organisational Risk Management was discussed
- There was much discussion on effect on staff and services available

Supporting Parliamentarians

- ***Remuneration and Conditions***
 - **UK**
 - A small number of MPs abused the allowances – audits although indicating most did not.
 - There is now have an inefficient system which actually delivers sub-standard service to the detriment of Members, particularly new MPs
 - Many MPs receive a lot less than previously
 - There will be no improvement in remuneration et5c because the general public think we are all crooks
 - The system aids the concept of abuse because the media can drip feed bits as they choose
 - Salary levels are directly related to reputation of the profession
 - The catering service is an important part of the services to Members as it allows the MP to stay in the precinct

- We are moving towards the day when only those with private wealth will be able to be MPs
 - The base pay is £65,000 with 40% income tax, 12% pension
- **Sri Lanka**
 - Salaries only paid to Members of Parliament from 1950s
 - In 1977 the pay was raised to \$US25 per month
 - Salaries have now increased now to \$US500 per month plus sitting allowance of \$US5 plus \$US400 for various issues with a maximum of \$US900 per month
 - Members of Parliament can import a vehicle without duty (currently at 300%)
 - Ministers receive no additional salary. But ministers get a car and staff. Opposition Whips get 5 body guards and ministers get 50 body guards.
 - The result is that bribery and corruption is rife. The President has abolished the Bribery and Corruption Commission.
- **Malaysia**
 - The salary is \$US2,000 per month with an allowance of \$US2,000 per month
 - There is no office accommodation, nor any benefits nor staff.
 - There is travel allowance if Parliament is sitting
 - It is predominantly a one party state federally although there are some States which have majorities not of the ruling Party nationally.
 - It was suggested that if in favour with the Prime Minister, a Member of Parliament can become the Chairman of a Government owned enterprise, such as a telco, with a salary of up to \$US300,000 per annum
 - Also, if in favour with the Prime Minister, a Member of Parliament can receive a "Constituent Development Fund" of up to \$US300,000. It was described as pork barrelling funds
 - It was suggested that corruption is rampant as a result.
- **Kenya**
 - MPs get \$US120,000 per annum with a driver and 5 staff
 - There is an office in the capital
- **Queensland**
 - Salaries are pegged to Australian Parliament
 - Queensland = Australian Parliament less \$500
 - There is an electoral allowance of \$30,000 per annum

- There is a miscellaneous allowance includes office expenses
- There was a short discussion on how to deal with people with mental health issues, eg stalkers

Whips Network

There was general discussion on the way forward from here. It was agreed that the workshop was most useful and that the network had immense value. Issues surrounding a permanent network were discussed and the following points emerged:

- The CPA HQ gave information on the other networks in CPA
- Next year is the centenary year of the CPA
- Perhaps another meeting such as this one should be in 2012
- There are other networks, including
 - Speakers/Presiding Officers
 - Every 3 years
 - Annual national conference
 - Canadian Parliament is the central point
 - Serjeant-at-Arms have conferences
 - Hansard and Editors Network
 - Clerks Association
 - Commonwealth Women Parliamentarians
- The CPA concerned about precedence – could be asked by Opposition Leaders, or Leaders of the House
- The CPA happy to support financially as a partner but not as sole financier
- The benchmarks, developed through CPA, were discussed and it was noted that they were picked up by many jurisdictions

Structure and Co-ordination

- It should be regional, national, commonwealth wide perhaps.
- 175 regions – perhaps one large jurisdiction could champion such a network
- There was a need to have a contact in each country
- Some thought that Whips Network should be international
- There was general comment on future network
 - Support for international approach
 - Warning that benefits of “conference” may overwhelm benefits of “workshop” – workshop preferred
 - Much discussion on whether the network should be
 - Be part of CPA
 - In partnership with CPA
 - Consensus seemed to be that it should be part of CPA programs
 - Resistance from CPA for sole responsibility

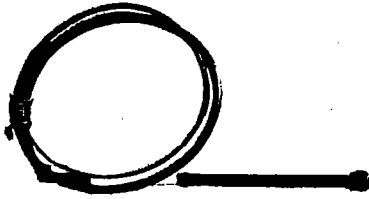
- Partnership model perhaps
- There are other parliaments who need to know the result of this inaugural meeting and we should have feedback from them first
- The CPA line could be that a network be created which is affiliated with CPA and hosted by a specific jurisdiction.
- There needs to be a co-ordinating body – Australian Government with CPA and assistance from the States
 - Senator Parry has agreed to be the initial central focal point
- Roger Price MP suggested that perhaps an option package could be developed through emails
 - CPA Executive “in principle” agreement is needed
 - There should be a series of option packages shared among this group for future action
- An interim co-ordinating committee was formed.
 - Australian Parliament
 - Kenya
 - Bermuda
 - Samoa
 - UK
 - Canada
 - WA
 - CPA
 - To organise/establish/create a recommendation in conjunction with CPA on the way forward and next steps.
- Activities proposed included email groups, a website, a parliamentary magazine, an article in the Parliament magazine
- Projects could include benchmarking, professional development programs and guide, job descriptions and comparisons with others, such as leaders, first ministers etc.
- Funding discussion included
 - CPA support – proposal needs to fit into CPA program
 - Co-ordinating group can do up the proposal
 - One view is that an annual conference, excluding 2011, should be the case
 - Another is that we should have a conference/workshop every 2 years
 - A proposal should go to CPA by February 2011

Conclusion

I found this workshop to be intriguing, interesting and most educative. I would recommend any new Whips to engage with this network as it should be part of

the development of parliamentary expertise so needed by Whips of any party persuasion.

John Hargreaves MLA



COMMONWEALTH PARLIAMETARY WHIPS NETWORK

13-17 JULY 2010 WHIPS WORKSHOP, AUSTRALIA

Participants

Hon John A E Amaratunga MP – Chief Opposition Whip (Sri Lanka)
Mr Alan Ashton MP – Deputy Government Whip (New South Wales)
Ms Jodeen Carney MLA – Opposition Whip (Northern Territory)
Ms Vicky Darling MP – Government Deputy Whip (Queensland)
Ms Lovitta Foggo JP MP – Government Whip (Bermuda)
Mr Thomas George MP – Nationals Whip (New South Wales)
Ms Jo Goodhew MP – Junior Government Whip (New Zealand)
Ms Jill Hall MP – Government Whip (Australia)
Mr John Hargreaves MLA – Government Whip (Australian Capital Territory)
Hon Washington Jakoyo Mudiwo – Chief Whip (Kenya)
Hon LAAULI Leuatea Polataivao MP – Deputy Speaker of Legislative Assembly (Samoa)
Mr Daryl Maguire MP – Opposition Whip (New South Wales)
Mr Gerard Martin MP – Government Whip (New South Wales)
Mr John McGrath MLA – Government Whip in the Legislative Assembly (Western Australia)
Hon Datuk Noraini Ahmad – Member of Parliament (Malaysia)
Senator Stephen Parry – Chief Opposition Whip (Australia)
Hon Roger Price MP – Chief Government Whip (Australia)
Mr Patrick Secker MP – Opposition Whip (Australia)
Mr Nelson Hadley Cole Simons JP MP – Opposition Leader and Whip (Bermuda)
Hon Liew ChIn Tong – Member of Parliament (Malaysia)
Rt Hon John Spellar MP – Opposition Whip (United Kingdom)
Mrs Angela Watkinson MP - Government Whip (United Kingdom)
Mr Randy Weekes – Government Whip (Saskatchewan, Canada)
Mr Andrew Imlach - CPA Headquarters (United Kingdom)
Mr Andres Lomp – CPA Regional Secretary (Australia)
Ms Natasa Sikman – Liaison Officer – Whips Workshop (Australia)
Mr Peter Banson – Rapporteur (Australia)

TRAVEL AND ASSOCIATED COSTS INCURRED

The cost incurred in the course of this study trip was:

Airfares: \$ 720.80

Travel Allowance: \$ 420.00

Total: \$1,140.80

