



# HOW GOVERNMENT WORKS

Guidelines for  
election candidates  
and States Members

# An introduction from the President

As Alderney goes through the 2018 election and during the period in which new States members take their places, the Island is at a crossroads for various reasons. During this potentially challenging time, it is important that we respect and defend our democratic system.

The independent spirit of Alderney residents means that we have a very lively and active democracy in our small community. We must draw maximum benefit from that by ensuring that our political life is conducted with respect and within acceptable boundaries of behaviour.

One of the States' most important functions is to manage our relationships with others in Alderney and elsewhere in the Bailiwick and beyond without damaging our ability to manage our own affairs. We all play different roles and one purpose of this document is to develop a shared view of each of those roles. This is not a political document but rather one that seeks to ensure that our political processes operate smoothly and for the benefit of all in our beautiful and unique Island. Let's go forward together with that shared view of the political system and how it works in a way that enables us to have very different views about possible solutions while living in harmony that will bring benefit to all of us.

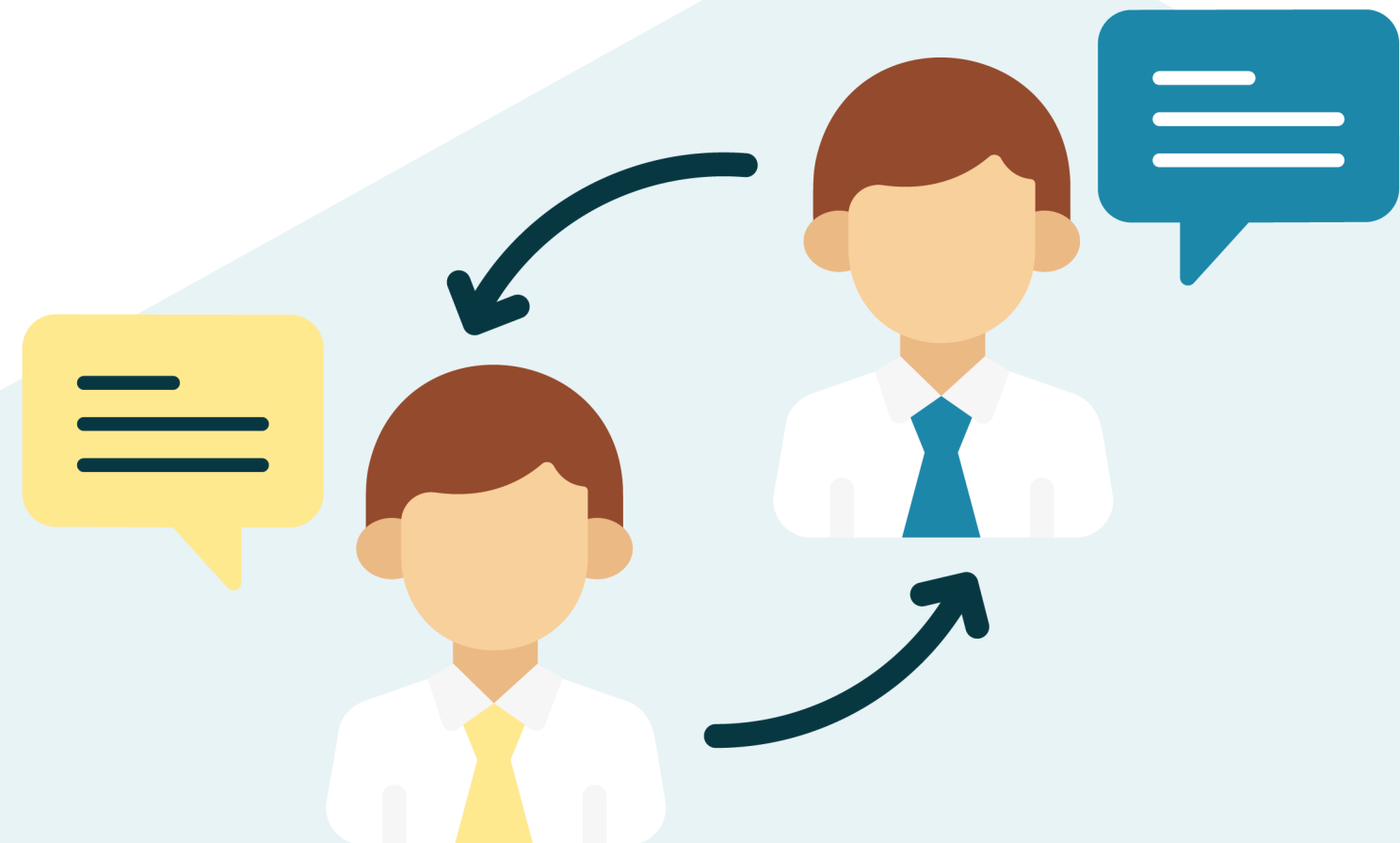
**Stuart Trought**  
President, States of Alderney



## Representing the people

**Efficient and effective government in a democracy involves many people playing many different parts. It needs healthy disagreement and debate but also requires a willingness to compromise in order to move forward. The process works best when people understand the system and make proper use of their respective roles.**

These guidelines are designed to clarify how the democratic process should work in Alderney. They are not intended to influence policy and legitimate political opinions. They should rather help election candidates and States Members to share a view of how to make things happen and get things done for the benefit of all. If they help to oil the wheels of political debate and decision-making they will have achieved their main aim.





# Who does what?

**Effective government in our system relies on a number of people doing a number of different jobs. It is very important for Members to understand the differences between those jobs. People should know the boundaries of their responsibilities and authority and why it is important to let other people do their own jobs. Most of all, people playing different roles must show respect for colleagues and for the democratic process. These brief descriptions give an outline of the key jobs in the Government of Alderney.**

## The President

The President of the States of Alderney is elected by the voters of the Island. He or she presides over meetings of the States as an impartial Chair. The job involves

- ▶ encouraging lively, robust and respectful political debate
- ▶ representing the Island within the Bailiwick and in the wider world
- ▶ ensuring that Government processes operate for the benefit of Alderney.

The President must carry out these difficult duties while remaining politically neutral.

## The Greffier

The Greffier is the administrative head of the Courts of Alderney. This involves him or her in all aspects of operation of the Courts and in the keeping of official records. However, the Greffier also has a role in Government as overseer of States meeting procedures and recordkeeping.

## Alderney States Members

The States of Alderney Assembly consists of ten States Members elected by the voters of the island. Members attend States Assembly meetings to debate political matters referred to the States

by its Committees, or if Members table a Requête. States Members also serve on States Committees with membership elected by the Assembly. States Members form an essential link between the public and Government decisions and that link is explored further in this document.

States Members are elected because

- ▶ they have expressed strong opinions on matters of interest to their voters
- ▶ the public believe they can be trusted to make decisions for the Island
- ▶ they have particular skills and experience that the public values.

They frequently have the difficult job of balancing their views (which will inevitably develop as they learn more about a topic) with the opinions of voters. Those voters are strongly influenced by everyday conversations (Alderney does have a grapevine!) and media reporting. Ultimately the responsibility of each States Member is to form his or her own opinion of what is best for the Island and then to act accordingly. States Members also play an important part in representing Alderney within the Bailiwick and in the wider world.

## Alderney representatives in the Guernsey States

Among the forty political members of the States of Guernsey, there are two Alderney States Members. They are full members of the Guernsey Assembly and are eligible to sit on its Committees if elected by that Assembly. As the Bailiwick Parliament, the States of Guernsey Assembly makes some decisions for

all the Islands of the Bailiwick. For example, Criminal law is dealt with at Bailiwick level. In many instances the Alderney representatives must balance their task of representing Alderney's interests with their responsibility to the Bailiwick as a whole.

## The Chief Executive Officer (CEO)

The CEO is a Civil Servant appointed to lead and manage the staff of the States of Alderney. As part of that role he or she necessarily has more contact with political Members and the President than most public servants. The CEO and his or her staff provide the professional and technical support to help States Members to make decisions. Civil Servants should not take political positions but can advise States Members.

The staff team provides invaluable support for States Members who cannot possibly be experts in every professional and technical field that they have to debate. Like all other participants in Alderney Government they deserve respect for the part they play. It is unreasonable to criticise Civil Servants in public when they are implementing agreed States policies. If you disagree with a policy, constructive criticism can be made in the right way. It is probably sensible to air criticism first in private meetings and amongst other States Members. Constructive criticism can be expressed within acceptable boundaries and showing respect for all concerned.



# Meetings, meetings and more meetings!

## Why have meetings at all?

Meetings are an important and unavoidable part of Government life. Democracy relies on reaching levels of agreement, often involving compromise between a number of people, and that means that groups have to meet together for discussions and to agree decisions. Because they are so important, meetings need rules of procedure and accepted ways of working. This section of the guide looks briefly at meetings in general and the differences between different types of meeting that States Members attend.

## What kind of meetings?

The most regular and frequent types of meetings for States Members are

- ▶ States Assembly meetings
- ▶ The People's meeting
- ▶ States Committee meetings
- ▶ informal meetings about States business.

The procedures for these meetings (other than the informal ones) are governed by the Government of Alderney Law, 2004.

Each type of meeting is very different in character and purpose. States Members are wise to adapt their approach and behaviour for each meeting if they want to be most effective.

## States Assembly meetings

Members are summoned by the President to attend a States meeting following publication of a Billet. Normally this happens once a month. The Billet forms the agenda for the meeting and items are presented by States Committees, proposed by the Chair of the sponsoring Committee. The President of Alderney chairs the meeting in line with the rules of procedure. The purpose of a States meeting is to enable public debate of political matters and decisions to be taken on legislation and proposed actions by Committees.

The agenda may also include Requête, propositions agreed by at least four Members to address a defined issue. Generally a Requête is prepared when Members believe that an issue has not been addressed by the Committee system.

Meetings of the States Assembly are conducted in accordance with detailed "Rules of Procedure" that can be found on the States website.

## The People's Meeting and Open Forum

Any member of the public may attend a People's Meeting that is held before a States meeting. The timing and format of the People's Meeting is defined in law. The purpose of the meeting is to inform people of the States business to be discussed at the States meeting and to answer people's questions. The meeting is chaired by the Convener who is a Member of the States nominated by the President. Only members of the electorate may speak at the meeting. States Members should attend but should speak only if invited to by the Convener.

People's Meetings may become lively when people express strong opinions and the Convener must keep order. He/she has the authority to require people to leave the meeting or even to adjourn the meeting if order is not maintained. The CEO

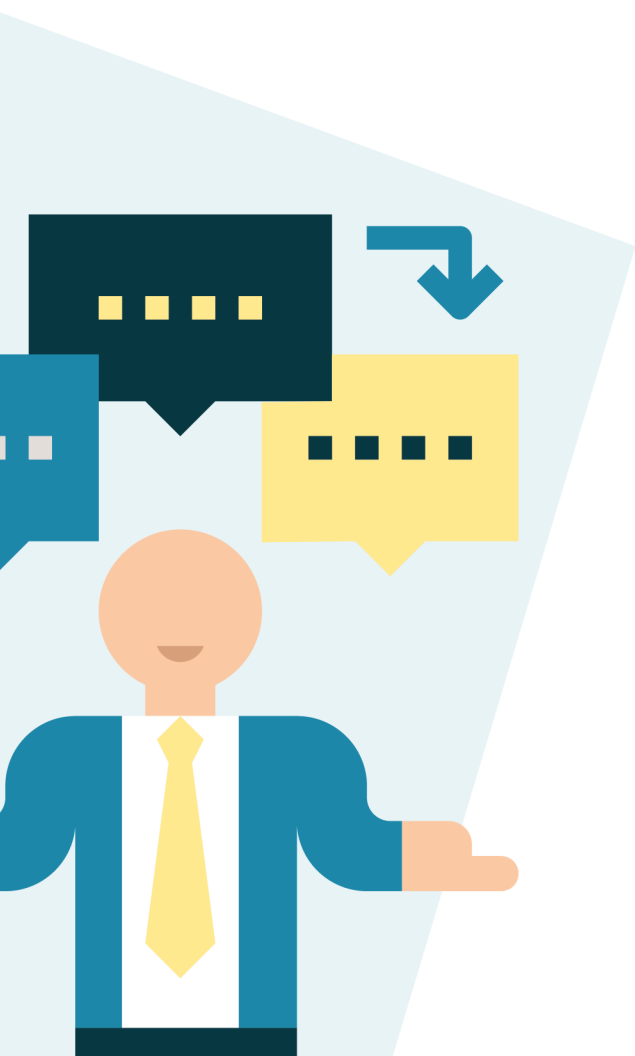
also attends People's Meetings to provide professional support for the Convener and those States Members who will be proposing items at the States Assembly meeting.

More recently an Open Forum has been established as an informal complement to the People's Meeting. It is held following a short break after the legally defined meeting. It enables members of the public to raise any issues or concerns in a public forum.

Emotion and passion can play a part in both meetings. Human nature means that States Members are more likely to listen to cool and logical argument. Respect for States Members and the difficult job they do and also respect for the members of the public who have taken time to attend is important, and will increase the chances of making your point. Resist the temptation to "play to the gallery" because, even if you get popular support, this may be at the expense of losing the support of the Members who have the vote.

## Committee meetings

Committee meetings are the engine room of political States work. All Members can table items for discussion within rules of procedure designed to make the Committee run smoothly. Committee Chairmen are supported by Civil Servants to devise the agenda and decide what supporting





documents are needed. The CEO can give advice on any agenda. Political Members, including any non-States Members, then consider the papers before the meeting. The purpose of a Committee meeting is to carry out the mandate of that Committee. The Committee also prepares proposals for presentation to a States meeting when appropriate.

Committee members can bring forward items for discussion and this is the best forum generally for introducing new ideas or topics. States Members need to work effectively with colleagues in Committee if they are truly to influence the general direction of the States on particular issues.

The three main Committees recognised in law are

- Policy and Finance
- General Services
- Building and Development control.

## Informal meetings

Much useful work takes place in informal meetings. This may involve any number and any mixture of Members, staff and others. They may be called

- to provide information
- to discuss a particular project
- to test the ground on some ideas
- for many other reasons.

Generally, informal meetings are not minuted but may be the subject of informal notes for the files. Sometimes these meetings are regarded as confidential,

others may be about information available to the public. Many States Members find that attending informal meetings make their jobs much easier, others choose to limit their attendance.

## Operational Management Meetings

As with all organisations Civil Servants hold frequent meetings with colleagues. They contribute to effective communication and management of States plans for the provision of services. The meetings also contribute to the advice given to politicians on policy formation.

## How to make sure meetings are effective

Sometimes you walk away from a meeting thinking “What was the point of that?” Everybody taking part in the meeting has a responsibility to make it mean something.

A Committee Chairman normally puts the agenda together with help from Civil Servants and the Committee Members. The rules of procedure for Committee meetings allow Members to bring items to an agenda in a formal way. More usually, a member can persuade a Chairman to include an item or can bring it up under “any other business”.

It is important before a meeting and early in a meeting to be absolutely clear about what the purpose is and what people expect the meeting to achieve. For example, you could go to a meeting expecting to approve

purchase of a piece of equipment only to find that the decision is to investigate different options further. If you are chairing a meeting, it helps to declare the purpose of the discussion at the start of the meeting. If you are attending a meeting and this does not happen, it may be wise to ask about the purpose before getting involved in the discussion.

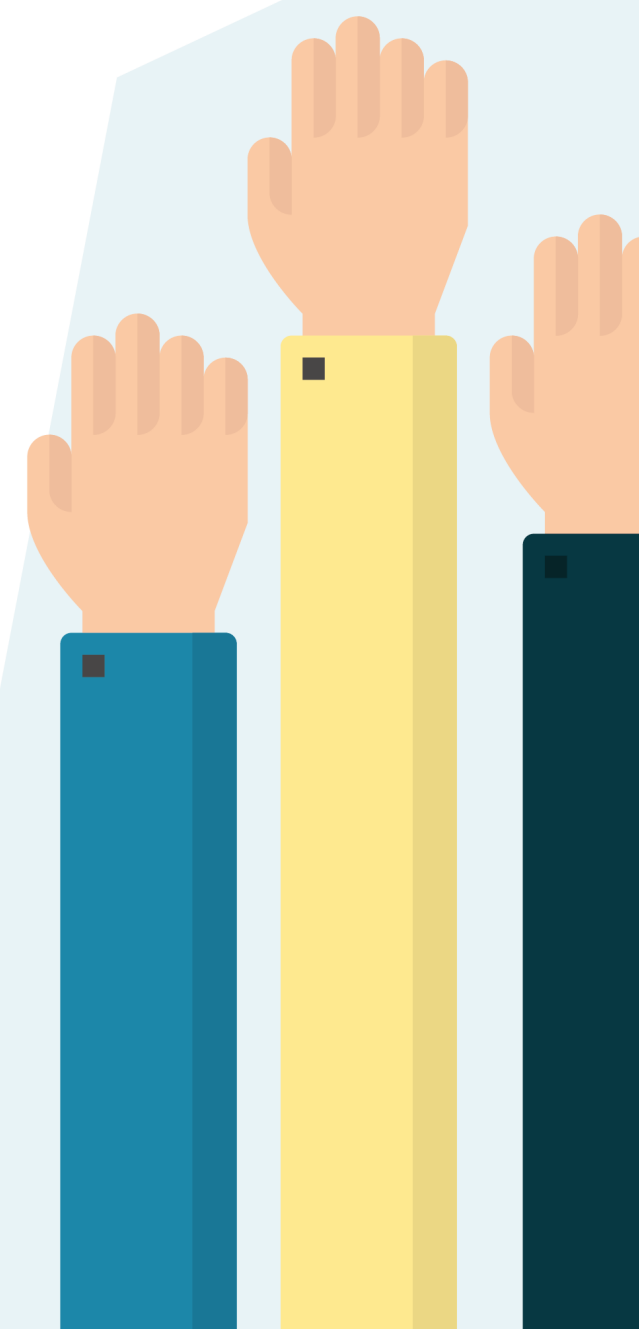
Minutes record the key discussion points, decisions and action points from the meeting. In some cases the meetings are audio recorded. If you feel it is important to get one of your comments on record, make sure that you ask for your view to be minuted. For meetings where there is an audio recording a written record of resolutions is kept and published. At meetings without a taped record the minutes of the previous meeting are approved at the start of the next meeting. If you feel that anything has been left out or that anything is inaccurately reported it is important to make that clear and ask for the minutes or resolutions to be amended before they are approved.

It is important to show respect to the Chairman and other attending any meeting. In order to do this

- if you want to speak you should make it clear to the Chairman and wait for him or her to invite you
- do not interrupt speakers
- keep to the subject being debated
- consider very carefully what points you want to make before you speak
- try to keep your comments brief and to the point

- avoid unnecessary repetition
- be prepared to listen carefully to others’ points of view
- be ready to compromise rather than forcing a vote when there is disagreement.

Remember above all that meetings are there to make progress and not simply to criticise or moan about what has happened! There is little purpose in criticism unless you can suggest a better path.





# States Members and the Public

## Delegates or representatives? a real balancing act!

Each States Member has been elected by voters so you clearly have a duty to deal with members of the public as helpfully and respectfully as possible. On the face of it that is a simple duty and people would not stand for election if they did not want to help the public.

However, it is not always as easy as it seems. Public expectations, at least for some, can be very high and at times unrealistic. In a small community that can be difficult to handle. Very often, public opinions are expressed forcibly so it is important to listen carefully and establish exactly what people are saying and what they expect you to do. Indeed a States Member cannot do an effective job if they do not regularly consult the public. That consultation can take many forms from a structured opinion survey through to everyday conversations and “straw polls”.

Alderney is a representative democracy. That means you are elected to represent your voters and the interests of Alderney as a whole. That is not the same as simply doing what the majority expect. This is because some of that majority express

opinions without access to the full facts and make requests based on emotion rather than informed judgement and facts. Your representative duty is to do what you believe is best for Alderney and all its people in both the short and long term.

## Everyday conversations

States Members are, of course, subject to a Code of Conduct that demands “respect and courtesy” for the public and not to “bring the States into disrepute”. This mainly refers to the avoidance of notably bad behaviour and reference to that should be rare. However the Code gives a broad sense of a standard of behaviour that is expected from the States Members.

Alderney is a small community so States Members tend to have closer and more frequent contact with members of the public than Parliamentary representatives in most jurisdictions. Members therefore need to be aware at all times that they are

- ▶ “on parade”
- ▶ subject to public scrutiny
- ▶ vulnerable to criticism.

This means that most casual conversations with members of the public should be carried out with great caution and comments can easily be misinterpreted. Members are often aware of confidential information, especially that which is

commercially sensitive so accidental disclosure can be dangerous. Also, humour and jokes should be used only with care as they are very easily misunderstood. It all comes down to developing an awareness of your responsibilities and position at all times.

## Dealing with complaints and queries from the public

Sometimes conversations with the public are casual and every day. They still require care, listening and awareness. When a member of the public approaches a States member about a particular matter, it is important to follow the right steps.

People generally do this only if they expect you to take some action. As soon as you realise somebody is making an “official” enquiry or complaint you should

- ▶ listen very carefully to what is said (people are not always good at explaining what the problem is!)
- ▶ if possible make a note of what you have been told (if you cannot do that during the conversation, do so as soon as possible after)
- ▶ check whether they have spoken to any staff or other Members about this matter and what answer they received

- ▶ express sympathy for any negative feelings they have but do not immediately acknowledge any wrongdoing or apologise for what has happened
- ▶ say that you will look into it with the right people and give a realistic estimate of when you will get back to them
- ▶ talk to the appropriate staff to check the facts and discuss what has happened and what steps should be taken next
- ▶ always agree precisely who will do what and wherever possible encourage the staff member to contact the enquirer/ complainant themselves
- ▶ report back to the member of the public and check that they are now satisfied with what has been done.

It is only by following these simple steps that you should avoid what may be mere misunderstandings becoming serious issues that take a lot of time and resources to sort out.



# States Members and the Media

## What part do they play?

Most of what the public think about the States and States Members is drawn from what they read, see and hear in the media. Both the mainstream media and social media are strong opinion formers. The messages they send can be entirely factual, riddled with inaccuracies or basically true but presented with a particular political slant.

Politicians cannot and should not attempt to control media output totally. However, you can take steps to ensure that media reporting does not make the political task more difficult. You will probably find it sensible to calm down public criticism or outrage over matters you believe are being managed effectively. “Freedom of the press” and “freedom of speech” should not mean that exaggeration, distortion or even fake news pass without comment and become accepted wisdom by default.

## Dealing with mainstream media

It is the job of journalists not only to report events and unfolding stories but also to stimulate a level of discussion and political controversy among the public. Each media outlet makes its own choice about editorial policy and the level of factual or sensational reporting it wants to pitch. It pays to

consider carefully which media agency you are dealing with if you talk to them. Typically there are three kinds of contact between politicians and the media

- ▶ organised media releases and press conferences
- ▶ individual structured interviews
- ▶ unplanned requests for information and comment.

Effective positive communication with the media is a high-level professional skill so if that type of support is available do not turn it down. Civil Servants are generally in a good position to advise States Members on how and when to deal with media contacts.

## Media releases and press conferences

From time to time, a Committee or the States as a whole choose to pass news to the media in a formal statement. The statement should be agreed by all appropriate people in advance and should not come as a surprise to those involved in the topic. That said, once the statement is published all of those who were aware of it in advance should be supportive and should not be trapped into contradicting it. It is generally sensible therefore if a Committee Chairman deals first with media follow-up alone and other Committee members decline requests for interviews other than in exceptional circumstances.

Press conferences may also be arranged for a topic of general interest. Once again it is easier to stay positive if one person takes the lead. Sometimes it is appropriate to involve others but if that is the case there should be agreement in advance on who will talk about what and the key positive messages to put across.

## Formal media interviews

From time to time all State Members are approached by the media for interview. People have their own strengths and preferences dealing with different media and may decline to take part with some. However, here are some hints and tips for dealing with different types of media interview.

### Newspapers

- try to establish at the start of the conversation the boundaries of what you are talking about and do not stray from those
- be prepared to ask the reporter where they are “coming from” and what the “angle” of the report will be
- remember that reporters usually want direct quotes and be prepared to give them words you will stand by
- do not be afraid to make comments “off the record” if you think talking about it will help the reporter’s understanding

of the topic but make it clear and confirm afterwards that you do not want to be quoted.

### Television and radio

- be aware that TV is usually interested only in “sound bites” and that they, not you, will choose what is broadcast
- on TV remember that the body language of your interview will get out as many messages as your words so be aware of your appearance
- address your remarks to the reporter if present or to the camera if you are instructed to do so
- remember that the interview will probably be edited if it is not live so keep your comments brief and to the point and avoid phrases that can be taken out of context
- on radio engage naturally in conversation with your interviewer but try to keep the messages short and to the point.

Wherever possible you should make use of professional advice and training on how to deal with broadcast media.

## Casual requests for comments

States Members often receive calls from the media to comment on a piece of news. The greatest risk in this case is making an unguarded comment because you have not had time to think about it. You need to have the confidence to ask for time to think once you have established exactly what is being asked. It is always possible to say that now is not a convenient time to talk and arrange to call back later. You can then decide on the main point of your message and a snappy way to say it!

## Social media

States Members have a mixture of experience in the use of social media. On the one hand it is becoming an increasingly important arena for political debate. On the other hand social media can present greater political risks than any other form of public communication. Each member must make his or her own choice but remember that anything you communicate in this way is a permanent record and can be used against you at any stage!







# Alderney in the bigger world

## Who does what?

As a States Member and a member of the Government you carry a responsibility for the reputation of the Island which far exceeds that of an ordinary citizen. International relations are a volatile and fickle field in which so many statements or actions can be taken out of context. Outside forces rarely have the good of Alderney at heart so an important part of States work is to manage the risks presented by negative or even hostile external reactions.

Special responsibilities are borne by the President, the Chairman of Policy and Finance and the CEO, all of whom are asked to represent Alderney officially on frequent occasions. The different external relations that they handle are explored below and their responsibility differs slightly depending on who they are dealing with. They seek always to present a positive image but must also be ready to leap to Alderney's defence when negative or hostile approaches are faced. The procedures and protocols for dealing between jurisdictions are widely understood among Diplomats and senior Civil Servants. Their advice is very important. When dealing with jurisdictions outside of the Bailiwick, it would generally be expected for such dealings to be handled jointly with Guernsey because the reputation of one island can be affected by the reputation of the other.

Perhaps the greatest reputational risks occur when somebody on the outside misunderstands comments made by somebody in Government other than those with direct responsibilities for external relations. So, as an ordinary States Member, care should be taken when making any comments that can be used against the Island, however well-meaning they are and however much you believe that they need to be said. Alderney, in common with all the Channel Islands, has its detractors in the outside world largely because of its misunderstood international finance and e-gaming services. Consequently there is always somebody monitoring your comments in the hope that they can be used against the Island.

## Dealing with Guernsey

The Bailiwick is unique in its structure and governance some of which is based on ancient Norman law traditions and some of which is the subject of "the 1948 agreement". Alderney is not a parish of Guernsey. The two Islands are in fiscal union and key public services are provided by Guernsey under "transferred services" agreements (Education, Health, Social Security and Home Affairs). The precise details of these arrangements change from time to time.

This is not the appropriate place to interpret or speculate on the political relationship between Alderney and Guernsey. However, it is fair to note that the relationship has wavered between cordial, cool and uneasy since the 1948 agreement was enacted. As a States member you should remember that your public comments can influence the relationship profoundly and can risk undermining the efforts of those who are working to develop and improve the relationship.

## Dealing with other Channel Islands

The relationship between Alderney, Jersey and Sark can be seen in a totally formal framework in that Sark is a fellow member of the Bailiwick (albeit with a very different constitution from that of Alderney) and Jersey is an entirely separate jurisdiction. At an informal level and largely because of close geography there is ongoing contact between the Islands.

## Dealing with the UK

Despite the official links with Guernsey under the 1948 agreement, Alderney still maintains independent links with the UK government. This applies only to those areas not related to transferred services which are in fact handled by Guernsey. Once again, primary responsibility for any direct links with the UK is taken by the President, the Chairman of Policy and Finance and the CEO.

The sheer imbalance of size between the UK and the Islands means that the

relationship must be handled with great care. All the Channel Islands for many years have relied on a level of goodwill from Westminster that can easily be upset. Therefore in this area even more than in relation to the more local relationships discussed above, ordinary States Members should exercise extreme caution.

From the point of view of an ordinary States Member it may be unlikely for you to have any significant contact. However, if you do, it is wise to treat those contacts cautiously and to avoid any statements or actions that could be misinterpreted as an official States of Alderney position.

## Dealing internationally beyond the UK

Alderney clearly has relationships beyond the UK. France because of geography and the USA because of e-gaming connections are prime examples. It also has much in common with and mutual interests with the UK Overseas Territories and especially the smaller ones. Ordinary States Members are well advised to exercise caution with these relationships in the same way as in connection with the UK. The greater the physical and diplomatic distance from the other jurisdiction, the greater the risk of misunderstandings.

From the point of view of an ordinary States Member it may be unlikely for you to have any significant contact. However, if you do, it is wise to treat those contacts cautiously and to avoid any statements or actions that could be misinterpreted as an official States of Alderney position.



# States Members and the Civil Service

## How proposals to the States are prepared

The business of Government involves committing much of the process and reasons for decisions to writing. This represents a major difference from commercial businesses and is one reason why things take longer in the public sector. A strong professional Civil Service plays a vital role in preparing policy letters and other reports for consideration by Committees and the States Assembly.

Every proposal is different but a typical example involves these steps

- an idea or proposal emerges from events, public opinion or a States Member and is developed to a point when a decision is made to discuss it formally in Committee
- technical questions about the proposal and evaluation of the pros and cons are researched
- an initial report is prepared most frequently by Civil Servants and presented to the appropriate States Committee for discussion giving a balanced view of the question or topic
- the Committee discusses the report, recommends any changes, decides its preferred solutions and whether the

Committee will take the recommendation to the States

- a formal policy letter is drafted by Civil Servants and edited by the Committee before being submitted for inclusion in a Billet
- the Billet is published and the topic/proposal is open to public and media discussion
- the Billet is discussed at the People's Meeting
- the States Assembly debates the topic and makes a decision
- actions resulting from the debate are organised by the Civil Service.

States Members and Civil Servants have very distinct and different responsibilities at each stage in the process. Politicians are responsible for the creation, development and confirmation of policy and then for scrutiny of its implementation. Civil Servants provide research support and report drafting support as policy is formed and are then responsible for operational matters implementing policy.

This apparently simple distinction can be the cause of confusion and friction between Members and Civil Servants if the proper separation between their responsibilities is not observed. So for example, when policy proposals pros and cons are being identified

and considered, Civil Servants must take great care to present them objectively and without political bias. Similarly, when technical expertise is needed to ensure successful implementation of a policy, politicians should avoid becoming involved or interfering in matters when they lack technical knowledge or skills. Recognising those lines that should not be crossed and handling any disagreements requires considerable goodwill by both parties and agreement of common aims for the good of Alderney. It is not a competition or confrontation because we are all on the same side.

A particular challenge has appeared since use of the Internet has become commonplace. Government business covers a very wide range of technical matters and nobody can be an expert in every area. States Members can acquire a very limited level of knowledge through personal Internet research but that cannot and should not take the place of solid professional technical advice that has been fully researched.

Experience shows that this can lead to wasteful and pointless debate as technical judgements arrived at with professional and expertise are challenged. This is a particularly sharp example of why it is important for Politicians and Civil Servants to stick to their own responsibilities and work together with trust and mutual respect.

## Teamwork and Respect

The success of any organisation depends on effective teamwork between those responsible for governance and oversight and those responsible for implementation and day-to-day operations. Like any teamwork the joint political/staff team must

- play to individual strengths
- understand respective roles and responsibilities
- acknowledge that changes in political membership and approach must be balanced by the continuity provided by Civil Servants
- deal with any disputes or disagreements in mutually respectful private conversations rather than in public
- build goodwill and relationships that are trustful and respectful for the good of the island.

As a States Member you have a responsibility above all to make the business of Government run smoothly. Generally that involves working closely with Civil Servants so that they give you the right level of support and you can get on with the business of Government.



## Personal integrity and maintaining public confidence

**In all democracies there are suspicions about the motives of people serving as representatives. The concept of “conflict of interest” refers mainly to the possibility that an elected representative could benefit financially by influencing government decisions.**

Possible conflicts of interest should be declared and anybody with a conflict of interest excluded from the specific political discussions that are connected. You should be aware that the public and the media perceive this as a very sensitive issue. The code of conduct rules cover how conflicts of interest should be declared and managed.



## Some DOs and DON'Ts - Golden rules for States Members

**As a member of Alderney States you have taken on a difficult and complex job. No such job can be reduced to a simple set of rules but these hints and tips might help you to avoid the most dangerous pitfalls and hazards.**

### 1 Who am I as a States Member?

**DO** be proud and honoured to be a democratically elected representative in the Parliament of your Island.

**DON'T** feel that you can make changes without having proper regard for the protocol, procedures and people that maintain our working democracy.

### 2 Who does what?

**DO** focus on your responsibility for identifying and developing the right policies for Alderney.

**DON'T** try to do everybody else's job for them and become too involved in operational matters.

### 3 What different kinds of States work should I do?

**DO** focus on the contribution you can make to the States Assembly, Committee work and helping individual members of the public with States matters.

**DON'T** try to involve yourself in every issue at a detailed level.





#### 4 How can I be sure I say and do the right things as a States Member?

**DO** prepare effectively for meetings by making sure you read enough of the background material to feel comfortable.

**DON'T** make unconsidered and “off the cuff” comments when you are not sufficiently prepared to talk about a topic.

#### 5 What should I do if I find myself in a minority when a Committee or States decision has been made?

**DO** accept that after a reasonable amount of discussion and debate a decision must be made and the majority vote prevails.

**DON'T** question publicly the validity of the decision or the integrity and sincerity of those in the majority.

#### 6 How can I build and maintain respect from members of the public?

**DO** be ready to listen to concerns and complaints with an open mind.

**DON'T** be afraid to convince the complainant that their complaint is unfounded if your investigation shows that to be the case because most people respect honesty.

#### 7 How do I deal with media?

**DO** form positive and supportive relationships with the media without giving them information they should not have.

**DON'T** talk to the media about matters which are outside of your remit in Government.

#### 8 How do I work most effectively with Civil Servants?

**DO** work hard at forming positive relationships and promoting effective teamwork.

**DON'T** assume that you must get closely involved in either operational matters or technical specialisms normally handled by Civil Servants.

#### 9 What does the “representative democracy” label mean?

**DO** apply your own judgement to all decisions using all of the information and evidence you have access to.

**DON'T** simply respond to apparent public opinion that may be misinformed.

#### 10 What is my number one priority as a States Member?

**DO** remember that the future of Alderney short and long term is the most important thing.

**DON'T** take any action for personal political advantage that might damage the Island and its reputation.





