

# When citizens complain

The role of the Ombudsman  
in improving public services



**One-week study programme in the UK  
for ombudsman offices, and  
complaint-handling organisations**  
21 to 25 May 2012



PAI is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

### About the programme

“When Citizens Complain” is a special one-week study programme. Its main aims are:

- To examine the role of the ombudsman in improving public services in different countries
- To raise awareness of the importance of the ombudsman in dealing with governmental corruption and human rights violations, and in the promotion of good governance generally
- To examine ways in which ombudsmen can be made more effective
- To provide an opportunity for exploring a variety of systems and approaches in different countries.

### Who is it for?

The programme is for ombudsmen and similar complaint-handling organisations and agencies and their senior staff. It will also be relevant for policy makers from countries which have an ombudsman system, which are in the process of setting one up or which are contemplating doing so.

### How participants will benefit

The study programme will:

- Broaden participants’ knowledge of the concept and institution of the ombudsman and variations of the ombudsman model in different countries
- Provide an opportunity for participants to share with one another their own experience of the opportunities and challenges of ombudsman offices, and similar agencies
- Enable participants to learn from the experience and expertise of UK ombudsman offices, relevant parliamentarians, lawyers, civil servants and leading ombudsman scholars and practitioners
- Develop participants’ practical skills in managing the business of their offices
- Assist participants in making international comparisons and identifying areas for developing and improving their own ombudsman systems.

*“After this programme I am re-energized to get back home ..... and to get to work.”*

Ms Lorna Errar, Deputy Public Defender,  
Office of the Public Defender, Jamaica

### **What the programme will cover**

The programme will cover issues of both practice and principle relating to the role of ombudsman organisations and will aim to provide a balance between tutorial sessions, discussions and appropriate visits. It is designed flexibly so that it can be adjusted in emphasis to meet the specific requirements of participants and their organisations.

A key element for sharing experience and best practice will be sessions during which individual participants will be invited to give informal presentations on their own office and ombudsman system. Participants will also be asked to describe their approach to handling a range of cases and will be involved in problem-solving exercises and discussion groups.

The programme includes seminar-style discussions; exchanges of information and experience from the countries represented; practical casework, action planning and a range of visits for example to the offices of the UK Parliamentary Ombudsman, a Local Government Ombudsman, the Independent Police Complaints Commission, a private sector ombudsman and other relevant complaint handling organisations.

## Programme outline

	AM	PM
Day 1	<ul style="list-style-type: none"> <li>– Welcome and introductions</li> <li>– The UK Ombudsman scene</li> <li>– Participants’ informal presentations</li> </ul>	<p><i>Visit to the Parliamentary and Health Service Ombudsman</i></p> <ul style="list-style-type: none"> <li>– Achieving compliance with recommendations</li> <li>– Investigation techniques</li> <li>– Training and development</li> </ul>
Day 2	<ul style="list-style-type: none"> <li>– The role of the Local Government Ombudsman in improving public services: annual reports, the use of publications and the media</li> <li>– Organising and managing investigations</li> </ul>	<ul style="list-style-type: none"> <li>– Putting it right: redress and remedies</li> <li>– Developing your communications strategy</li> </ul>
Day 3	<p><i>Visit to the Independent Police Complaints Commission (IPCC)</i></p> <ul style="list-style-type: none"> <li>– Learning from investigations</li> <li>– Publishing annual statistics</li> <li>– Participants’ individual cases</li> </ul>	<ul style="list-style-type: none"> <li>– Practical management skills: leadership, organisation skills and time management</li> </ul>
Day 4	<p><i>Visit to a private sector Ombudsman office</i></p> <ul style="list-style-type: none"> <li>– Overcoming barriers to access: gender, race, literacy</li> <li>– The role of the Independent Assessor</li> </ul>	<p>The work of the Housing Ombudsman Service: negotiation, mediation, arbitration techniques</p> <p><i>Visit to the Centre for Effective Dispute Resolution (CEDR)</i></p> <ul style="list-style-type: none"> <li>– Effective dispute resolution techniques</li> <li>– Dispute resolution in practice</li> </ul>
Day 5	<ul style="list-style-type: none"> <li>– The complainant’s perspective: case study:</li> <li>– Challenges and opportunities: syndicate work, discussions</li> <li>– The Ombudsman institution: practical management issues</li> </ul>	<ul style="list-style-type: none"> <li>– Review and evaluation</li> <li>– Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

**Application form**

**When citizens complain**

**The role of the Ombudsman in improving public services**

**21 to 25 May 2012**

Please complete this application form and post, fax or email to:

Clare Walters, Programme Manager  
Public Administration International  
10 Bayley Street, London WC1B 3HB UK  
T +44 (0)20 7580 3590 F +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be completed online. Please see our website for details.  
www.public-admin.co.uk

**Please print clearly in black ink and in capital letters**

**Personal details**

First name \_\_\_\_\_

Family name \_\_\_\_\_

Title (Prof. Dr. Mr. Mrs. Ms. etc.) \_\_\_\_\_

Nationality \_\_\_\_\_

Dietary requirements \_\_\_\_\_

Disabilities \_\_\_\_\_

Have you participated in a PAI study programme before? \_\_\_\_\_

If yes, which programme(s)? \_\_\_\_\_

Dates of programme(s)? \_\_\_\_\_

**Current position**

Title of post \_\_\_\_\_

Employer \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Telephone \_\_\_\_\_

Fax \_\_\_\_\_

Email \_\_\_\_\_

Brief description of your main role and responsibilities \_\_\_\_\_

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**Education and professional training**

Please provide brief details of your education and professional qualifications and training

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### Language

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

### Location and arrival arrangements

The study programme will be based in central London and will include visits to relevant ombudsman offices. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

### Fees and other costs

The fee for this one-week study programme will be £1,760. This includes tuition, travel to and from the airport in London, travel on scheduled visits<sup>1</sup> and documentation. UK Value Added Tax (VAT) will not be charged if applicants can provide written confirmation from their Government or its accredited representative that they are employed by the Government in furtherance of its sovereign activities. In all other cases, VAT (currently 20%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 21 May 2012. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

### Discount

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

<sup>1</sup>Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

### Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

### PAI and our contributors to the programme

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

### Programme Director

The Programme Director will be Sir Anthony (Tony) Redmond. Tony has had a long and successful career in public service, in particular in local government. He was Chairman and Chief Executive of the Commission for Local Administration and Local Government Ombudsman in England for nine years. During this time he also served as Chair of the British and Irish Ombudsman Association for two years.

Prior to being an Ombudsman he was Chief Executive of the London Borough of Harrow, Deputy Chief Executive and Finance Director of Knowsley (Merseyside) and Treasurer of the Merseyside Police Authority. In his earlier years he was Deputy Finance Director of Wigan (Greater Manchester) and Chief Accountant of Liverpool City Council.

Tony is currently Local Government Boundary Commissioner for England and Treasurer of UNICEF UK, as well as being involved in other non-executive roles. He is also Vice President of the Chartered Institute of Public Finance and Accountancy.

### How to apply

Please complete the attached Public Administration International application form and post, fax or email it to:

Clare Walters  
Programme Manager  
Public Administration International  
10 Bayley Street  
London WC1B 3HB  
UK  
T +44 (0)20 7580 3590  
F +44 (0)20 7580 4746  
pai@public-admin.co.uk

Applications can also be sent by email.  
Please see our website for details.  
[www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss this programme or to find out more about Public Administration International and our services, please contact:

Claire Cameron  
Director  
Public Administration International  
T +44 (0)20 7580 3590  
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration  
International

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