

# Putting people first

The key to improving  
public services



**Two-week study programme in the  
UK for senior managers responsible  
for delivering public services**  
11 to 22 June 2012



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

## About the programme

Governments must change as the world around them changes. New priorities, advances in information technology, the media and electronic communications, the impact of globalisation and public pressure for higher quality services all demand that governments constantly improve their services and review their processes.

In particular, citizens increasingly expect public services to be more transparent, accessible and accountable, and more responsive to their needs. In the UK there have been major changes in the way public services operate. Initiatives such as the Executive Agencies programme in the 1980s and 1990s, Citizen's Charters and Chartermarks (recently replaced by Customer Service Excellence) in the 1990s and benchmarking techniques have all been aimed at improving the quality of service delivery to the public. As in many countries, health services, local government, education and the administration of the courts have all undergone major reform with an emphasis on treating citizens as customers. A key feature of these reforms has been the development of effective complaint-handling procedures and systems for redress of grievances.

In the 1990s UK government embarked upon a comprehensive programme of public service modernisation, including a drive towards "joined-up" government. This involved closer collaboration and co-ordination between different providers of public services, including the private sector, and better-integrated, more accessible services for citizens, making greater use of information and communication technology and "one-stop shops". More recently, the continuing impact of the global economic crisis has led to vigorous political debates about how to cut the cost of public services while protecting the most vulnerable members of society.

This study programme explores the key elements needed to develop a culture of customer focus in the context of provision of public services. By drawing on UK and international experience and introducing some of the techniques available, participants will increase their knowledge and understanding of how their own organisation can achieve sustainable institutional and cultural change to the benefit of their citizens, along with a more cost-effective use of resources.

## Who is it for?

The programme is designed for senior managers responsible for delivering public services, in particular those with direct interface with the public. It will be of interest to participants who work in central and local government, health and welfare services, education, the administration of justice and complaints adjudication. All participants will have a special interest in improving organisational performance and service delivery.

*“Practical exercises and excursions demonstrated the depth of real challenges in service delivery areas”*

Mr Emanuel Kgoma, Chief Director: Batho Pele,  
Department of Public Service and Administration, South Africa

### **How participants will benefit**

The study programme will:

- Examine citizens' rights to good public services
- Increase understanding of the process of culture change required to see citizens as customers
- Look at initiatives developed by central and local government to improve public services and to sustain such improvements in an era of budgetary constraint
- Consider lessons learned by the public sector from the private/non-government sectors and vice versa
- Explore the ways in which a focus on the citizen as customer, including consultation procedures, can improve public services
- Compare techniques for organisational assessment and review (the use of customer surveys and feedback, benchmarking, continuous improvement programmes)
- Explore the advantages and disadvantages of using information technology in managing service delivery
- Give participants the opportunity to exchange experiences and make international comparisons, identifying areas for development and improvement in their own organisations.

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

The programme will include briefings, discussion sessions, case studies, practical exercises and appropriate visits to key practitioners. A key element for sharing knowledge and best practice will be sessions where individual participants will be invited to give informal presentations from their own experience of managing public service delivery. Participants will also be invited to develop action plans relevant to their own work experience.

## Programme outline

Week 1	AM	PM
Day 1	<b>Welcome and introductions</b> <ul style="list-style-type: none"> <li>– Overview of public services in the UK</li> <li>– Citizens' rights and responsibilities</li> <li>– Options for reforming the public sector</li> </ul>	<b>International comparisons</b> <ul style="list-style-type: none"> <li>– Participants' informal presentations</li> <li>– Introduction to action planning</li> </ul>
Day 2	<b>Developments in central government reform</b> <ul style="list-style-type: none"> <li>– Delivery of public services</li> <li>– Human resource development/training in customer service</li> </ul>	<b>Working for the public</b> <ul style="list-style-type: none"> <li>– <i>Visit to a central Government Ministry or Executive Agency</i></li> <li>– Managing systems for effective customer service</li> </ul>
Day 3	<b>Managing performance</b> <ul style="list-style-type: none"> <li>– Performance indicators and benchmarking techniques</li> </ul>	<b>Partnerships</b> <ul style="list-style-type: none"> <li>– <i>Visit to a non-government organisation</i></li> <li>– The role of non-government organisations</li> <li>– Influencing government</li> </ul>
Day 4	<b>Consulting the public</b> <ul style="list-style-type: none"> <li>– UK Government consultation policy</li> <li>– Surveys and opinion polls</li> </ul>	<b>Citizens as customers?</b> <ul style="list-style-type: none"> <li>– Taxpayers as customers</li> <li>– The role of the Ombudsman</li> </ul>
Day 5	<b>When things go wrong: putting things right</b> <ul style="list-style-type: none"> <li>– Managing complaints</li> <li>– Improving services</li> </ul>	<b>Providing for diversity</b> <ul style="list-style-type: none"> <li>– Services for minority groups and people with special needs</li> </ul>
Week 2	AM	PM
Day 6	<b>Case studies: practical work</b>	<b>Developing customer service techniques and standards</b> <ul style="list-style-type: none"> <li>– <i>Visit to a local authority – a user of the Institute of Customer Service</i></li> </ul>
Day 7	<b>Modernising local government: setting the scene</b> <ul style="list-style-type: none"> <li>– <i>Visit to a local authority</i></li> <li>– Customer service and the modernisation agenda</li> </ul>	<b>Delivering local services</b> <ul style="list-style-type: none"> <li>– <i>Visit to a local authority</i></li> <li>– Improving efficiency</li> <li>– Performance assessment and improvement</li> <li>– Changing the culture</li> </ul>
Day 8	<b>Delivering local services</b> <ul style="list-style-type: none"> <li>– <i>Visit to a local authority</i></li> <li>– Using information technology</li> <li>– E-services: advantages and disadvantages</li> </ul>	<b>Action planning</b>
Day 9	<b>Changing the public sector</b> <ul style="list-style-type: none"> <li>– Change management programmes</li> <li>– Organisational culture</li> <li>– Improving public service standards</li> <li>– Practical exercise</li> </ul>	<b>The Business Excellence Model</b> <ul style="list-style-type: none"> <li>– Aiming for excellence, a self assessment instrument</li> </ul>
Day 10	<b>Planning for the future</b> <ul style="list-style-type: none"> <li>– Presentation and review of action plans</li> </ul>	<b>Strategic overview</b> <ul style="list-style-type: none"> <li>– The future of public service delivery</li> <li>– Review, feedback and scope for follow-up</li> <li>– Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

**Application form**

**Putting people first  
The key to improving public services**

**11 to 22 June 2011**

Please complete this 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 completed online. Please see our website for details.  
[www.public-admin.co.uk](http://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 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Education and professional training**

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

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Application form**

School/college/university \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Relevant professional qualifications or membership of professional bodies \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Particular interests**

Please indicate which aspects of the programme are of most interest to you \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Sponsoring organisation**

Who will pay your fees? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Who will pay your other costs such as travel and living costs? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How would you rate your English language capability?

	Spoken	Written
Fluent		
Good working knowledge		
Fair		
Basic		

Do you need a visa to enter the UK? Yes  No   
Not sure whether I need one

If you are unsure whether you need a visa please check the UK Border Agency Website: [www.ukvisas.gov.uk](http://www.ukvisas.gov.uk)

How did you find out about the programme?

Brochure (by mail)  Brochure (by email)   
PAI website  From colleague/friend

Other \_\_\_\_\_

**Value Added Tax (VAT)**

I certify that I am employed by the Government of \_\_\_\_\_  
in furtherance of its sovereign activities (please refer to note on VAT under 'Fees and other costs')

Signature \_\_\_\_\_  
Date \_\_\_\_\_

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

### **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. Visits to appropriate government departments, local authorities and other organisations will be included. On request, PAI can assist with finding suitable hotel accommodation and can arrange travel to and from the airport.

It is likely that participants will spend one night outside London on a visit. Travel and accommodation during this visit are included in the fee and will be paid for by PAI. Please bear this in mind if you are booking hotel accommodation.

### **Fees and other costs**

The fee for this two-week study programme will be £2,900. This includes tuition, travel to and from the airport in London, travel on scheduled visits, travel and one night's accommodation while on the visit outside London<sup>1</sup>, printed material and other 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 their 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 11 June 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 (apart from one night outside London), 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.

### **Insurance**

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

### **Public Administration International (PAI)**

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 is Professor Gavin Drewry. Gavin Drewry is Emeritus Professor of Public Administration in the University of London. He is a specialist in public administration and public law and has published widely in the field. He is also an experienced tutor and presenter. Our other contributors include a range of practitioners involved in delivering public services.

<sup>1</sup> Travel on scheduled visits and travel and one night's hotel accommodation on the visit outside London are provided at cost.

### 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 completed online. Please see our website for details: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss the 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 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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