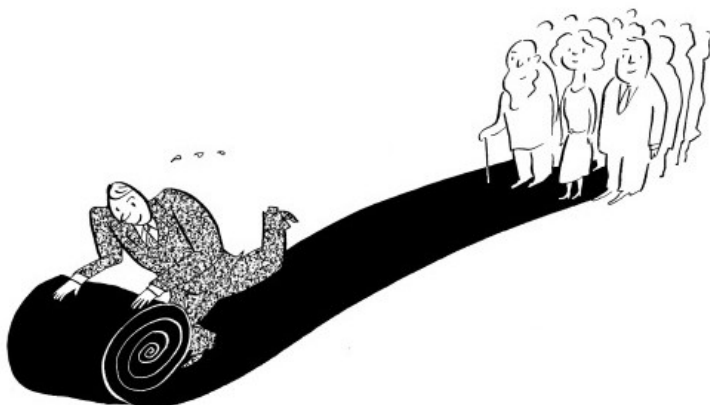


# Putting People First

Leading and managing change; Quality public services in a changing world



Two-week professional development workshop  
26 February to 9 March 2018

Week one: Leading and managing change  
Week two: Quality public services in a changing world



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

### About the workshop

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 standards of customer care.

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 Customer Service Excellence and new benchmarking techniques have all been aimed at improving the quality of service delivery to the public. As in many countries, health services, local government and education have all undergone major reform with an emphasis on treating citizens as customers.

Since the 1990s the UK government has undertaken major programmes of public service modernisation, including a drive towards more “joined-up” government. This has 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 two-week professional development workshop explores the key elements needed to develop a culture of customer focus; to lead and manage changes in the provision of public services; and to make effective use of information technology in public service management and delivery. By drawing on UK and international experience and examining some of the techniques available, you will increase your knowledge and understanding of how your organisation can achieve sustainable institutional and cultural change to the benefit of the public, along with a more cost-effective use of resources.

Both weeks of the workshop have distinctive sub-themes:

**Week one:** Leading and managing change

**Week two:** Quality public services in a changing world

### Who is the workshop for?

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

### How participants will benefit

The workshop will:

- Help you to develop your capacity to manage public service improvement initiatives at strategic and operational levels
- Familiarise you with the process of culture change needed to treat citizens as valued customers
- Compare techniques for organisational assessment and review (customer surveys and feedback, benchmarking, the Business Excellence Model, continuous improvement programmes)
- Consider lessons learned by the public sector from the private/non-government sectors and vice-versa
- Examine citizens’ rights to good public services
- Look at the roles of central and local government improving public services
- Explore the ways in which a focus on the citizen as customer – for example, the use of consultation procedures, customer feedback and complaints handling – can improve public services
- Consider the advantages and disadvantages of using information technology in managing service delivery
- Give you the opportunity to exchange experiences and make international comparisons, identifying areas for development and improvement in your own organisation.

*“A big thank you to all PAI staff and partners for two weeks of an intense and pleasurable learning experience. It was done effectively and in a well-paced manner. Merci.”*

Derick Ally

General Manager, Corporate Services  
Seychelles Pension Fund

*“The workshop exceeded my expectations in terms of the breadth of topics, depth of discussions and presentations and the field visits. The workshop has created a framework of learning from which I could now consolidate my thoughts on public service delivery and develop and implement an action plan.”*

Debra Lewis

Head, Office of the Deputy Governor  
Government of Montserrat

### What the workshop will cover

The workshop will include briefings, discussion sessions, case studies, practical exercises and appropriate visits to practitioners. Workshop notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and for future reference and follow up. A key element for sharing knowledge and best practice will be sessions where you will be invited to give informal presentations from your own experience of managing public service delivery. You will also be invited to develop action plans for use on your return home.

### Programme outline

WEEK 1	AM	PM
Day 1	Welcome and introductions <ul style="list-style-type: none"><li>Overview of public services in the UK: Introduction to central and local government</li></ul>	Performance indicators and benchmarking International comparisons <ul style="list-style-type: none"><li>Participants' informal presentations</li><li>Introduction to action planning</li></ul>
Day 2	Serving the public: staff training and development	Developing customer service strategy, techniques and standards <i>Visit to a key service delivery agency</i>
Day 3	Change management programmes: principles, strategies, challenges and lessons	Change management: the Business Excellence Model
Day 4	Delivering quality public services: the quest for improvement <i>Visit to a local authority</i>	Delivering quality public services: the quest for improvement <i>Visit to a central government agency responsible for service delivery</i>
Day 5	Public sector reform: overview of the UK experience	Taking stock of week one of the workshop and looking forward to week two

WEEK 2	AM	PM
Day 1	<ul style="list-style-type: none"><li>Introduction to week two of the programme</li><li>Development and co-ordination of digital services</li></ul>	Delivery of public services in central government Tools for effective services in central government
Day 2	The legal basis of public services The role of the tribunal system	Working for the public <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	Modernising public services: setting the scene <ul style="list-style-type: none"><li><i>Visit to a local authority or other public service provider outside London</i></li><li>Customer service and the modernising agenda</li></ul>	Delivering local services <ul style="list-style-type: none"><li><i>Visit to a local authority or other public service provider outside London</i></li><li>Systems thinking: analysing processes, streamlining and redesigning services</li></ul>
Day 4	<ul style="list-style-type: none"><li>Conclusion of out-of-London visit: opportunity for further discussion and for optional sightseeing</li></ul>	When things go wrong: putting things right <ul style="list-style-type: none"><li>Managing complaints</li><li>Lessons from customer feedback</li></ul>
Day 5	Consulting the public: consultation policy, surveys and opinion polls	Strategic overview <ul style="list-style-type: none"><li>The future of public service delivery</li><li>Action planning stock-take</li><li>Review and evaluation</li><li>Presentation of certificates of attendance</li></ul>

We reserve the right to change the programme as necessary.

### Language

The workshop is conducted in English. You will need to have a good working knowledge of the language.

### Location and arrival arrangements

The workshop is based in central London. Visits to appropriate government departments, local authorities and other organisation will be included. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of transfers is included in the workshop fee.

It is likely that you will spend one night outside London on a visit in week two. 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

The fee for this two-week workshop is £3,975. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, travel and one night's accommodation while on the visit outside London in week two<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you. We also provide a light lunch and refreshments during each working day as part of the fee.

### Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

### Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are "employed by the government in furtherance of its sovereign activities". In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

### Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

### Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 21 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Additional discounts may be available. Please contact us if you would like to discuss options.

### Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation.

### Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept an appropriate substitute at any time without penalty, but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop, but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

*Please see our website for our full terms and conditions. If you prefer a hard copy of our full terms and conditions, please let us know.*

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

### Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

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<sup>1</sup>Travel to and from the airport in London, travel on scheduled visits during the workshop, return travel and one night's hotel accommodation on the visit outside London are provided at cost.

### Workshop Director

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

### Who we are

PAI specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. This workshop is one of a number of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

### We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

### How to apply

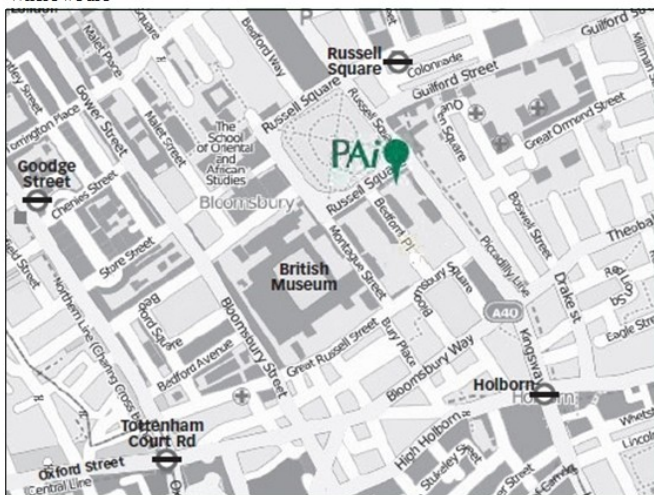
Please complete the PAI application form and post, fax or email it to Clare Walters, Programme Manager at the address on the bottom of the page.

Alternatively you can also apply online via our website: [www.public-admin.co.uk](http://www.public-admin.co.uk)

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

We also have extensive experience of designing tailor-made training (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.

Where we are



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