

PROFESSIONAL DEVELOPMENT WORKSHOPS 2020



Public Administration International

56 Russell Square London WC1B 4HP

E pai@public-admin.co.uk www.public-admin.co.uk

T +44 (0)20 7580 3590 F +44 (0)20 7580 4746



Contents

PAI Professional Development Workshops Schedule 2020

4-5

Policy and strategy

Making Policy More Effective	6
Policy Analysis and The Use of Evidence	6
Impact Assessment and Evaluation	7
Gender Matters: Integrating gender into development policy and programming	7
Better Policies, Better Lives: Using behavioural insights to evaluate and improve policy making	8
Policy-Making: Consulting and involving the public	9
Keeping Cities Moving: London's transport system in the 21st century	9
Translating Strategy Into Policies That Work	10

Communication

Government: Image and communication	11
The Changing Media Landscape: Key issues for dealing with social media and fake news	11

Leadership, organisational change and performance management

Leading and Managing for Results	12
High Impact Leadership: Creating real value in public services	12
Advanced People Management Skills	13
Leaders as Change Agents	14
Planning and Implementing Your Change Strategy	14
Leading Agile and Responsive Change	15
Putting People First: Improving and prioritising customer care	15
Putting People First: Practical ways of improving customer service	16
Inspiring Leaders and Managers: Unlocking high performance from individuals and teams	16
Inspiring Leadership: Engaging and motivating individuals and teams	17
Results-Oriented Management: All about people	17
How to Assess an Organisation's Effectiveness	18
Internal Audit and Risk Management: Effective, accountable and inclusive organisations	18
Managing the Performance of Your Organisation	19
Getting the Best Out of Your People: Developing high performing leaders, teams and individuals	19

Good governance

When Citizens Complain: For ombudsmen, commissioners and complaint handling organisations	20
Corporate Governance and Board Effectiveness	20
Better Regulation: Regulating essential services	21
Sustaining Peace: Methods and tools that work	21
Combating Fraud and Corruption	22
Fraud and Corruption: Prevention and detection	22
Fraud and Corruption: Investigation, prosecution and sanctions	23
Parliamentary Administration: Structures and procedures in Westminster	23
Effective Records and Information Management	24
Tools and Techniques to Transform Your Organisation's Information Assets	24

Protecting Your Organisation From Cybercrime and Enhancing Your Information Security	25
Managing Elections: Techniques and perspectives	25

Human resource management

Providing Public and Private Pensions in a Rapidly Changing World	26
Public Service Commissions: Upholding professionalism, excellence and standards	27
Choosing the Right People: Recruiting the best talent	27
Next Generation Human Resources: Transforming people management in the public sector	28
Emotional Intelligence: A critical element of organisational success	29
The Changing Face of the Workplace: Supporting people through professional and personal change	29
Training of Trainers: Developing talent and transferring skills	30
Negotiation and Mediation Skills	30

Legal and judicial reform

From Policy to Legislation	31
Legislative Drafting: A workshop on the essentials	31
Successful Law Reform: Practical issues today	32
Transforming Criminal Justice: Partnership working and multi-agency approaches	32
Preventing, Investigating and Prosecuting Crime	33
Resolving Cases, Redressing Miscarriages of Justice and Reducing Reoffending	33
Judicial Administration	34
Improving People's Experience of the Delivery of Justice	34
Effective Case Management: Reducing delays and clearing backlogs	35
Justice, Fairness and the Rule of Law: Improving legal systems and achieving better governance	35
The Judge Over Your Shoulder: Understanding legal issues in decision making	36

Public finance and procurement

Successful Procurement in the 21st Century	36
A Practical Approach to Tendering, Selecting Suppliers and Managing Contracts	37
Strategic Procurement and Procurement Audit	37
Public Financial Management: Aiming for excellence	38
Strategic Public Financial Management	38
Developing Best Practice Financial Management	39
Public Financial Management	39
International Accounting Standards: IPSAS, IFRS and implementation	40
International Accounting Standards: Understanding the requirements	41
International Accounting Standards: Towards excellence in practice	41

Managing, monitoring and evaluating programmes and projects

Successful Project Delivery	42
Practical Project Planning and Control	42
Risk Management Techniques in Action	43
Monitoring and Evaluation: Learning the lessons	43

Booking information and terms and conditions	44
Useful information and accreditation	45
Tailor-made workshops and recent examples	46
Consultancy services and recent case studies	47

I am delighted to introduce PAI's range of professional development workshops for 2020.

As you may know, at PAI (Public Administration International) we specialise in management consultancy and development services for organisations and individuals, providing expert advice and training to develop capacity and improve performance.

We are celebrating our 25th birthday in 2020 and, since our launch back in 1995, we have had the pleasure of working with over 165 countries and have become a leading provider of public service management development services. We have a rich and diverse range of experienced Workshop Directors and facilitators, including senior practitioners, academics and trainers with in-depth knowledge of their subject areas and wide international experience.


Our friendly, flexible and collaborative approach allows us to work closely with organisations to provide tailored training solutions, both in the UK and in-country. We pride ourselves on our ability to provide high quality services and value for money to meet your specific needs.

The foundation of our training services lies in our schedule of open workshops. Our approach is to offer a blend of briefings, seminar sessions, discussions, case studies, practical work and site visits. Our catalogue will provide you with all the information you need to plan development and capacity building needs for yourself, your department and your organisation. You can find detailed information about the workshops on our website or by contacting our team of experienced and dedicated programme managers or advisers who will welcome your calls or emails.

All our workshops have a varied and flexible approach to enable you to gain practical skills and develop change strategies for improving public service delivery and increasing the motivation of your staff. Our emphasis on helping you to prepare individual action plans provides measurable learning outcomes and sustainability.

Located in the heart of central London, we are able to provide a unique opportunity for policy makers, public and private sector managers, permanent secretaries, judges, ombudsmen, regulators and senior leaders to share ideas about good practice and join a valuable international networking forum. Some of our key visit hosts include Parliament, the Cabinet Office, the Supreme Court, the BBC and a range of Government Ministries and local government authorities.

We look forward to hearing from you and to working with you during 2020 and welcoming you or your colleagues to PAI.



Claire Cameron
Director



PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2020	Location	Duration	Start	End	Fees (exc VAT)
FEBRUARY					
Public Financial Management (p. 39)	Dubai	1 week	10 Feb	14 Feb	£2,425
Corporate Governance and Board Effectiveness (p. 20)	Dubai	1 week	10 Feb	14 Feb	£2,425
MARCH					
Better Regulation: Regulating essential services (p. 21)	London	1 week	2 Mar	6 Mar	£2,205
How to Assess an Organisation's Effectiveness (p. 18)	London	2 weeks	9 Mar	20 Mar	£3,955
Week one: Internal audit and risk management: Effective, accountable and inclusive organisations (p. 18)		1 week	9 Mar	13 Mar	£2,295
Week two: Managing the performance of your organisation (p. 19)		1 week	16 Mar	20 Mar	£2,300
Successful Procurement in the 21st Century (p. 36)	London	2 weeks	9 Mar	20 Mar	£3,930
Week one: A practical approach to tendering, selecting suppliers and managing contracts (p. 37)		1 week	9 Mar	13 Mar	£2,185
Week two: Strategic procurement and procurement audit (p. 37)		1 week	16 Mar	20 Mar	£2,185
Leading and Managing for Results (p. 12)	London	2 weeks	23 Mar	3 Apr	£3,940
Week one: High impact leadership: Creating real value in public services (p. 12)		1 week	23 Mar	27 Mar	£2,245
Week two: Advanced people management skills (p. 13)		1 week	30 Mar	3 Apr	£2,270
Monitoring and Evaluation: Learning the lessons (p. 43)	Dubai	1 week	30 Mar	3 Apr	£2,425
Practical Project Planning and Control (p. 42)	Dubai	1 week	30 Mar	3 Apr	£2,425
APRIL					
Training of Trainers: Developing talent and transferring skills (p. 30)	London	4 days	6 Apr	9 Apr	£2,100
Justice, Fairness and the Rule of Law: Improving legal systems and achieving better governance (p. 35)	London	1 week	20 Apr	24 Apr	£2,180
Making Policy More Effective (p. 6)	London	2 weeks	20 Apr	1 May	£3,995
Week one: Policy analysis and the use of evidence (p. 6)		1 week	20 Apr	24 Apr	£2,340
Week two: Impact assessment and evaluation (p. 7)		1 week	27 Apr	1 May	£2,340
Getting the Best out of Your People: Developing high performing leaders, teams and individuals (p. 19)	London	1 week	27 Apr	1 May	£2,345
MAY					
Negotiation and Mediation Skills (p. 30)	London	4 days	4 May	7 May	£1,995
Public Financial Management: Aiming for excellence (p. 38)	London	2 weeks	11 May	22 May	£3,975
Week one: Strategic public financial management (p. 38)		1 week	11 May	15 May	£2,195
Week two: Developing best practice financial management (p. 39)		1 week	18 May	22 May	£2,195
Judicial Administration (p. 34)	London	2 weeks	11 May	22 May	£3,950
Week one: Improving people's experience of the delivery of justice (p. 34)		1 week	11 May	15 May	£2,305
Week two: Effective case management: Reducing delays and clearing backlogs (p.35)		1 week	18 May	22 May	£2,305
Strategic Procurement and Procurement Audit (p. 37)	Washington DC	1 week	25 May	29 May	£2,425
Fraud and Corruption: Prevention and detection (p. 22)	Washington DC	1 week	25 May	29 May	£2,425
JUNE					
Corporate Governance and Board Effectiveness (p. 20)	London	1 week	1 Jun	5 Jun	£2,285
The Changing Media Landscape: Key issues for dealing with social media and fake news (p. 11)	London	1 week	1 Jun	5 Jun	£2,210
Providing Public and Private Pensions in a Rapidly Changing World (p. 26)	London	1 week	8 Jun	12 Jun	£2,215
Successful Project Delivery (p. 42)	London	2 weeks	8 Jun	19 Jun	£3,935
Week one: Practical project planning and control (p. 42)		1 week	8 Jun	12 Jun	£2,175
Week two: Risk management techniques in action (p. 43)		1 week	15 Jun	19 Jun	£2,175
Next Generation Human Resources: Transforming people management in the public sector (p. 28)	London	1 week	15 Jun	19 Jun	£2,200
When Citizens Complain: For ombudsmen, commissioners and complaint handling organisations (p. 20)	London	1 week	22 Jun	26 Jun	£2,220
Leaders as Change Agents (p. 14)	London	2 weeks	22 Jun	3 Jul	£3,990
Week one: Planning and implementing your change strategy (p. 14)		1 week	22 Jun	26 Jun	£2,225
Week two: Leading agile and responsive change (p. 15)		1 week	29 Jun	3 Jul	£2,225
The Judge Over Your Shoulder: Understanding legal issues in decision making (p. 36)	London	1 week	29 Jun	3 Jul	£2,290
JULY					
Putting People First: Improving and prioritising customer care (p. 15)	London	1 week	6 Jul	10 Jul	£2,280
International Accounting Standards: IPSAS, IFRS and implementation (p. 40)	London	2 weeks	6 Jul	17 Jul	£3,970
Week one: Understanding the requirements (p. 41)		1 week	6 Jul	10 Jul	£2,190
Week two: Towards excellence in practice (p. 41)		1 week	13 Jul	17 Jul	£2,190
Emotional Intelligence: A critical element of organisational success (p. 29)	London	1 week	20 Jul	24 Jul	£2,315
Policy-making: Consulting and involving the public (p. 9)	London	1 week	27 Jul	31 Jul	£2,350

PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2020	Location	Duration	Start	End	Fees (exc VAT)
AUGUST					
Inspiring Leaders and Managers: Unlocking high performance from individuals and teams (p. 16)	Kuala Lumpur	2 weeks	3 Aug	14 Aug	£4,275
Week one: Inspiring leadership: Engaging and motivating individuals and teams (p. 17)		1 week	3 Aug	7 Aug	£2,425
Week two: Results-oriented management: All about people (p. 17)		1 week	10 Aug	14 Aug	£2,425
The Changing Face of the Workplace: Supporting people through professional and personal change (p. 29)	London	1 week	3 Aug	7 Aug	£2,260
Better Policies, Better Lives: Using behavioural insights to evaluate and improve policy making (p. 8)	London	1 week	10 Aug	14 Aug	£2,310
Monitoring and Evaluation: Learning the lessons (p. 43)	London	1 week	17 Aug	21 Aug	£2,170
Negotiation and Mediation Skills (p. 30)	London	1 week	24 Aug	28 Aug	£2,230
SEPTEMBER					
Sustaining Peace: Methods and tools that work (p. 21)	London	4 days	1 Sep	4 Sep	£2,165
Public Service Commissions: Upholding professionalism, excellence and standards (p. 27)	London	1 week	7 Sep	11 Sep	£2,255
From Policy to Legislation (p. 31)	London	1 week	7 Sep	11 Sep	£2,330
Legislative Drafting: A workshop on the essentials (p. 31)	London	2 weeks	14 Sep	25 Sep	£3,985
Transforming Criminal Justice: Partnership working and multi-agency approaches (p. 32)	London	2 weeks	14 Sep	25 Sep	£3,980
Week one: Preventing, investigating and prosecuting crime (p. 33)		1 week	14 Sep	18 Sep	£2,250
Week two: Resolving cases, redressing miscarriages of justice and reducing reoffending (p. 33)		1 week	21 Sep	25 Sep	£2,250
Corporate Governance and Board Effectiveness (p. 20)	London	1 week	28 Sep	2 Oct	£2,285
Leading and Managing for Results (p. 12)	London	2 weeks	28 Sep	9 Oct	£3,940
Week one: High impact leadership: Creating real value in public services (p. 12)		1 week	28 Sep	2 Oct	£2,245
Week two: Advanced people management skills (p. 13)		1 week	5 Oct	9 Oct	£2,270
OCTOBER					
Managing the Performance of Your Organisation (p.19)	Dubai	1 week	5 Oct	9 Oct	£2,425
Putting People First: Practical ways of improving customer service (p. 16)	Dubai	1 week	5 Oct	9 Oct	£2,425
Keeping Cities Moving: London's transport system in the 21st century (p. 9)	London	1 week	5 Oct	9 Oct	£2,235
Successful Law Reform: Practical issues today (p. 32)	London	1 week	5 Oct	9 Oct	£2,335
Leaders as Change Agents (p. 14)	London	2 weeks	12 Oct	23 Oct	£3,990
Week one: Planning and implementing your change strategy (p. 14)		1 week	12 Oct	16 Oct	£2,225
Week two: Leading agile and responsive change (p. 15)		1 week	19 Oct	23 Oct	£2,225
Government: Image and communication (p. 11)	London	1 week	12 Oct	16 Oct	£2,240
Parliamentary Administration: Structures and procedures in Westminster (p. 23)	London	1 week	19 Oct	23 Oct	£2,325
Successful Procurement in the 21st Century (p. 36)	London	2 weeks	26 Oct	6 Nov	£3,930
Week one: A practical approach to tendering, selecting suppliers and managing contracts (p. 37)		1 week	26 Oct	30 Oct	£2,185
Week two: Strategic procurement and procurement audit (p. 37)		1 week	2 Nov	6 Nov	£2,185
Combating Fraud and Corruption (p. 22)	London	2 weeks	26 Oct	6 Nov	£3,965
Week one: Prevention and detection (p. 22)		1 week	26 Oct	30 Oct	£2,160
Week two: Investigation, prosecution and sanctions (p. 23)		1 week	2 Nov	6 Nov	£2,160
NOVEMBER					
Making Policy More Effective (p. 6)	Washington DC	2 weeks	2 Nov	13 Nov	£4,275
Week one: Policy analysis and the use of evidence (p. 6)		1 week	2 Nov	6 Nov	£2,425
Week two: Impact assessment and evaluation (p. 7)		1 week	9 Nov	13 Nov	£2,425
Gender Matters: Integrating gender into development policy and programming (p. 7)	London	1 week	9 Nov	13 Nov	£2,275
Effective Records and Information Management: Practical approaches for sustainable document, records and knowledge systems (p. 24)	London	2 weeks	9 Nov	20 Nov	£3,960
Week one: Tools and techniques to transform your organisation's information assets (p. 24)		1 week	9 Nov	13 Nov	£2,155
Week two: Protecting your organisation from cybercrime and enhancing your information security (p. 25)		1 week	16 Nov	20 Nov	£2,155
Choosing the Right People: Recruiting the best talent (p. 27)	London	1 week	16 Nov	20 Nov	£2,265
Translating Strategy Into Policies That Work (p. 10)	London	1 week	23 Nov	27 Nov	£2,355
Public Financial Management: Aiming for excellence (p. 38)	London	2 weeks	23 Nov	4 Dec	£3,975
Week one: Strategic public financial management (p. 38)		1 week	23 Nov	27 Nov	£2,195
Week two: Developing best practice financial management (p. 39)		1 week	30 Nov	4 Dec	£2,195
How to Assess an Organisation's Effectiveness (p. 18)	London	2 weeks	30 Nov	11 Dec	£3,945
Week one: Getting the best out of your people: Developing high performing leaders, teams and individual (p. 19)		1 week	30 Nov	4 Dec	£2,345
Week two: Managing the performance of your organisation (p. 19)		1 week	7 Dec	11 Dec	£2,300
DECEMBER					
Successful Project Delivery (p. 42)	London	2 weeks	7 Dec	18 Dec	£3,935
Week one: Practical project planning and control (p. 42)		1 week	7 Dec	11 Dec	£2,175
Week two: Risk management techniques in action (p. 43)		1 week	14 Dec	18 Dec	£2,175
Monitoring and Evaluation: Learning the lessons (p. 43)	London	1 week	14 Dec	18 Dec	£2,170

Making Policy More Effective:

Policy Analysis and the Use of Evidence

Fees	Dates	Location
£3,995	20 April to 1 May	London

About the workshop

This two-week workshop provides a comprehensive overview of policy analysis and development, taking an in-depth look at how to use research and other types of evidence to evaluate the effect and impact of policy decisions.

What the workshop will cover

- Understanding of the meaning, potential and development of evidence-based policy-making
- Understanding different meanings of impact
- How to use research evidence, including from other countries, to develop policy strategically and operationally
- Critical appraisal techniques to identify higher and lower quality evidence
- How to compile high-quality evidence in performance-managed government and resource allocation
- The role of ex ante and post hoc impact assessments in the decision making process of an organisation
- Commissioning appropriate economic, social and environmental impacts of a policy, programme or project
- The importance of cost-benefit and cost-effectiveness analysis in determining the feasibility of a policy, programme or project.

How participants will benefit

The workshop will enable you to:

- Make better decisions about policies and services by using the best available evidence to form your judgements
- Make critical judgments about evidence from research, evaluation and other sources, and understand the factors that influence and inform policy-making
- Procure and manage research and evaluation, and professional analytical services, effectively and efficiently
- Improve the planning, procurement and management of impact evaluations and assessments
- Use methods of impact evaluation to identify the most effective, efficient and value for money policy initiatives.

This is a two-week workshop and participants who are unable to attend for the full programme may wish to consider attending either week one or week two. Week one will focus on different types of evidence and how they can help to make better policy. Week two will focus on what is assessed by impact assessments and the different stages of their development.



Fees	Dates	Location
£2,340	20 to 24 April	London

About the workshop

This workshop is intended to support better decision-making by the use of policy analysis throughout the different stages of the policy process (preparation and planning, decision-making, implementation, and monitoring and evaluation). It will focus on how to find and use the best available evidence from research and evaluation to develop and implement policy successfully. The workshop considers what constitutes evidence for policy-making purposes and how robust research evidence can be used to improve policy-making.

What the workshop will cover

During the week, the workshop will develop your understanding of:

- The policy making process
- Different types of evidence
- Problem identification and specification
- Stakeholder engagement
- Developing policy options and innovative solutions
- Theory of change analysis
- Establishing ‘what works’ using counterfactual analysis
- Evidence synthesis – harnessing existing evidence
- Business case development
- Developing implementation and delivery plans
- Influencing the policy process using evidence and analysis.

How participants will benefit

The workshop will enable you to:

- Make better decisions about policies and services by using the best available evidence to form your judgments
- Make critical judgments about evidence from research and evaluation, and understand how this fits with other factors that influence and inform policy-making
- Mentor colleagues in evidence-based policy-making and in how to use research evidence effectively
- Procure and manage research and evaluation, and professional analytical services, effectively and efficiently.



Impact Assessment and Evaluation

Fees	Dates	Location
£2,340	27 April to 1 May	London

About the workshop

Given the demands that are made on policy-makers and public service providers from a multitude of sources and constituencies, and the finite resources that are available to meet these demands, it is important to know ahead of time which policy or practice initiatives can make the greatest difference and yield the maximum benefit for the greatest number of people.

The aim of this workshop is to help policy-makers and public service practitioners learn how to assess the impact of policy and practice initiatives before they are started, and how to think about evaluating policies and programmes in the future.

What the workshop will cover

- Different meanings of 'impact' in policy-making and evaluation and how to differentiate between impact evaluation and impact assessment
- What to assess in terms of the social, economic and environmental impacts of a policy, programme or project
- How to establish policy options and decide on the best course of action that will deliver the required outcomes
- How to use quantitative and qualitative methods to understand how impacts can be achieved
- How to find existing evidence
- How to prioritise different impacts
- How to apply impact assessment to performance-managed delivery
- The principles and methods of cost-effectiveness and cost-benefit analysis
- How to draw upon impact evaluations and assessments from developed and developing countries.

How participants will benefit

The workshop will enable you to:

- Improve the planning, procurement and management of impact evaluations and assessments
- Use methods of impact evaluation to identify the most effective, efficient and value for money policy initiatives
- Develop and use monitoring techniques effectively
- Undertake delivery reviews and develop action plans where impacts are not being achieved
- Improve the accountability of policy-making and public services in your locality, region or country.

Gender Matters:

Integrating gender into development policy and programming

Fees	Dates	Location
£2,275	9 to 13 November	London

About the workshop

Governments have committed themselves to advancing gender equality through the adoption of the Sustainable Development Goals and other policy frameworks that explicitly link gender equality and women's empowerment to sustainable and inclusive growth and development. There is growing evidence that promoting gender equality is "smart economics", and that closing gender gaps in education, labour markets and access to resources and opportunities will contribute to socio-economic development that benefits all. Ensuring women's voice and participation in political institutions and governance processes can also help to make them more transparent, accountable and responsive to the needs of poor and marginalised groups. However, despite policy commitments, there is a lack of knowledge and capacity to integrate gender into policy and programming. The workshop will provide you with the knowledge and tools needed to apply gender analysis and integrate gender at all stages of the programming cycle, with a focus on providing sector-specific examples.

What the workshop will cover

The workshop will concentrate on integrating gender into development programming, drawing on a range of practical tools and existing evidence base of "what works" as well as comparative experience from other countries. Recognising the range of policy areas and programming sectors relevant to integrating gender into development responses, we will adapt the programme as far as possible to your particular needs while demonstrating generally applicable good practice and international standards. A key feature of the workshop will be visits to UK institutions where you can meet with counterparts, experience policy-making and programming in action and establish useful contacts for the future.

How participants will benefit

The workshop is designed to enable you to:

- Broaden your knowledge of key concepts, tools, recent developments and innovations in gender and development, using practical country-based examples
- Exchange experiences with fellow policy-makers and practitioners from a range of other countries
- Identify aspects of UK and international experience that are relevant to the integration of gender equality across policy-making in your own country
- Provide an overview of useful gender analysis tools and techniques that can be applied to different stages of programme development and management
- Enable you to interact and communicate effectively with key stakeholders in your own country (for example, programme beneficiaries, civil society, political parties and the media)
- Introduce you to key experts and practitioners, so that you can develop lasting networks for exchange and knowledge transfer.



Better Policies, Better Lives:

Using behavioural insights to evaluate and improve policy making

Fees	Dates	Location
£2,310	10 to 14 August	London

About the workshop

Over the last decade the use of behavioural economics and behavioural insights has led to significant improvements in the evaluation and formulation of public policies in a wide range of important areas including, for example:

- Strengthening public finances through better tax collection procedures
- Creating more jobs through a better understanding of micro-finance systems
- Increasing public participation in vaccination and disease prevention programmes
- Raising attendance levels and learning standards in primary schools
- Reducing gender bias and child poverty by creating more active roles for women in local government
- Facilitating greater access to clean water in rural communities.

What the workshop will cover

The workshop will include:

- Familiarisation with the concept of behavioural insights and how it has evolved from a combination of behavioural economic concepts, economic experiments, social psychology and intuition
- The use of real-life examples and case studies to demonstrate how behavioural insights are contributing to better policy evaluation and policy formulation across the world
- An explanation of the techniques used to make good use of behavioural insights, including designing and running randomised control trials and experiments and interpreting the results
- Visits to organisations in the UK to discuss with practitioners how behavioural insights are used to improve policy making in practice.

How participants will benefit

The workshop is designed to give you:

- An understanding of how behavioural insights are becoming increasingly relevant in a fast-changing world
- An introduction to the latest techniques used by leading practitioners in this relatively new area of public administration
- Exposure to what other countries are doing with the use of behavioural insights
- Access to an international network of experts who are leaders in this rapidly evolving area of work
- An opportunity to develop and refine your policy making skills with the aim of making significant improvements in the lives of people directly affected by the policies
- Tools to predict people's behaviour and to foresee potential unintended consequences of public policies which are aimed at improving the quality of citizens' lives.

Professor Pablo Brañas-Garza

Workshop Director



Better Policies, Better Lives workshop

Pablo is currently Professor of Behavioural Economics and Director of the Loyola Behavioral Lab, Loyola Andalucía University, Spain. He was until recently Professor of Behavioural Economics at the Middlesex Business School, Middlesex University (UK) and prior to that was Professor of Economic Theory at the University of Granada (Spain). He has a PhD in Quantitative Economics from the University of Córdoba (Spain).

His research focuses on experimental games and economic behaviour, in particular on altruism, co-operative behaviour and cognitive abilities.

He has published in leading journals such as *Games & Economic Behaviour*, *PLoS ONE*, *Proceedings Royal Society B*, *Journal of Conflict Resolution*, *Journal of Economic Behaviour and Organization*, *Journal of Behavioural Decision Making*, *Economics Letters*, *Experimental Economics*, *Journal of Economic Psychology*, *Journal of Money, Credit and Banking*. He is an Academic Editor of *PLoS ONE* and Associated Editor of the *Journal of Experimental and Behavioural Economics*.

"The workshop is well-organised, well-paced and gives participants space to absorb knowledge and learn."

Clare Tan
Singapore

Policy-Making:

Consulting and involving the public

Fees	Dates	Location
£2,350	27 to 31 July	London

About the workshop

This workshop focuses on the importance of public participation and consultation techniques in policy-making on an international, national and local level. It explores the drivers of public participation and will cover the different participation and consultation models that other countries, multilateral organisations and institutions around the globe are using. You will hear about the legal principles underpinning participation and how these can be interpreted in your own country. You will have the opportunity to develop practical skills which will give you a clear idea of how to incorporate lessons learnt and to improve public engagement in policy-making.

What the workshop will cover

The workshop will explore Government-citizen relationships and how rising citizens' expectations for greater involvement in policy-making can be met. Stakeholder management, engagement techniques and the use of social media as management tools and to disseminate public policy information will feature prominently.

How participants will benefit

During the week you will:

- Understand about participation drivers, the essentials of public participation in policy, participation models and much more
- Explore the opportunity to collaborate with a London local government organisation in order to experience for yourself what others are doing in the area of public participation and the challenges they face
- Share your current participation and consultation practices
- Work on group exercises to develop practical skills.

Keeping Cities Moving:

London's transport system in the 21st century

Fees	Dates	Location
£2,235	5 to 9 October	London

About the workshop

This workshop considers how the transport system of cities can be organised and co-ordinated to meet the complex and varied needs of large and diverse urban populations in the 21st century. Every major city in the world is faced with many challenges to do with, among other things, dramatic developments in transport technologies, rapid growth in urban populations, increasing social diversity, changing patterns of work and recreation, traffic congestion and air pollution. All these – and other - challenges are interlinked in complex ways and joined-up solutions are hard to find. According to World Atlas, London, alongside Los Angeles, Cairo, Dhaka and Lagos, features amongst the top ten most congested cities.

This workshop explores London's transport system, the challenges it faces, and what lessons might be learnt from London's experiences in trying to meet those challenges by those planning and managing transport arrangements in other big cities and communities.

What the workshop will cover

During the week you will:

- Learn about the organisation and working of London's transport system in the context of the demography and governance of a major city
- See for yourself, by personal observation, how the various components of the transport system relate to one another and how they are co-ordinated and funded
- Discuss with transport experts and with other participants the many practical problems encountered in running complex urban transport systems
- Examine recent and current initiatives designed to address the challenges and problems of managing and integrating the transport system of modern cities.

How participants will benefit

The workshop will enable you to:

- Apply lessons learned from the experiences of London transport managers and those of your fellow participants to improving transport policies in your own country
- Understand the ways in which different modes of transport can be managed and co-ordinated to take account of the diverse needs of different categories of transport user
- Appreciate the significance of customer feedback and complaints and how they should be handled
- Improve your understanding of how modern technology can be used to improve the coordination and management of transport systems
- Gain new insights into the environmental impact of transport systems and how environmental problems can be addressed.

Translating Strategy Into Policies That Work

Fees	Dates	Location
£2,355	23 to 27 November	London

About the workshop

Strategy is crucial to building an organisation that is focused on the future, while at the same time developing policies that work today. Short-term thinking, lack of engagement with stakeholders as part of the process and weak understanding of how to identify and manage risks have all contributed to numerous policy failures.

This workshop will provide you with a suite of tools and techniques for developing strategy, policy and scenario planning, through a series of practical exercises based on a case study. You will understand the essential elements and stages of policy-making. You will also hear from a UK strategy unit and other experienced practitioners and consider examples of best practice.

This workshop will enable you to establish a series of long-term visions and, from that, some medium and short-term objectives and policies, as well as to explore how best to implement them, with methods of monitoring and evaluating their success.

What the workshop will cover

During this workshop we will explore:

- What is meant by strategic thinking, scenario planning and policy formulation
- How to write your long-term vision and objectives
- Effective use of evidence in policy
- Engaging with stakeholders
- Selecting and analysing policy options
- How to identify and mitigate policy risks
- Planning for implementation
- Monitoring and evaluation of policy and learning from the results.

How participants will benefit

The workshop will enable you to:

- Understand how to set long-term goals and develop policies that will help meet them
- Establish a framework for strategic thinking and policy development
- Recognise the need to plan early for policy implementation and what is involved in that
- Think creatively about policy solutions (options)
- Draw up action plans for delivery, monitoring and evaluation of policy and sharing the lessons learnt
- Develop your skills in communicating your strategy to others
- Agree and understand a common language about policy and strategy and share good practice with your colleagues.

Zoe Collier

Workshop Director

Translating Strategy Into Policies That Work workshop



Zoë Collier is a highly experienced policy professional and trainer, with a long track record of designing and delivering training in policy, strategic thinking and political briefing skills. She spent many years as a policy adviser to ministers in the UK government, and was a diplomat, a private secretary to a Cabinet minister and head of a strategy unit, before being seconded to the UK's National School of Government as a Senior Lecturer in Policy and Government, where she developed her passion for helping others to work confidently and effectively in this field.

Zoë has extensive international experience and has worked with civil servants and NGO officials in the EU, UAE, Tunisia, Bosnia Herzegovina, Kosovo, North Macedonia, Uganda, Sierra Leone and Ghana, to name just a few.

"I chose PAI because of its well established reputation and ability to conduct workshops on various subjects in a most professional, comprehensive and meaningful manner."

Sajjad Akram
Chairman
Public Service Commission
Lahore
Pakistan

Government Image and Communication

Fees	Dates	Location
£2,240	12 to 16 October	London

About the workshop

Governments cannot make or implement policies effectively without communicating them, through traditional news media and social media. Rapid changes in the media landscape and marketplace make communication ever more challenging, for ministers, their advisers and officials as well as for professional communicators.

There was a time when governments could provide one message for their domestic audience and another for the global audience, but now social media has blurred these boundaries and communication is far more complex due to the huge number of interconnected global networks, not to mention agitation by fake news trolls, including some state sponsored actors.

This workshop will help you tackle these challenges by discussing the strategic basis of good communication and how the UK Government in particular seeks to apply it both to digital and more traditional media. It includes visits to major international news organisations (e.g. the BBC World Service and Reuters) and discussions with senior journalists, government communicators and experts in social media and stakeholder analysis.

What the workshop will cover

The workshop will review:

- Traditional and social media, including digital broadcasting
- Government priorities in managing public communication and the political dimension of dealing with diverse public interests.
- News media priorities, public interest and freedom of information
- The role of public relations and marketing professionals in media management and positive image promotion.

How participants will benefit

The workshop will:

- Develop your knowledge of how government and other public organisations use communications to help devise and deliver effective policies
- Help you to learn from the experience of UK Government communicators and of leading journalists and editors
- Encourage you to consider ways of using a range of media to widen access to public information and reach fragmented audiences
- Raise your awareness of how to handle public communication and apply strategic communication techniques to improve the image of your government.

The Changing Media Landscape:

Key issues for dealing with social media and fake news

Fees	Dates	Location
£2,210	1 to 5 June	London

About the workshop

In a world where the public find it increasingly difficult to separate fact from fiction, countering fake news and understanding how to produce broadcast quality video on a smart phone will be essential skills. Within the next three years anyone involved in communications will need to be video literate in order to survive the changing media landscape.

It is also essential that you understand how to develop a robust media and communications strategy. Preparation is everything and you can only do this if you understand the factors that influence effective communications – trust, control, benefit, language and empathy. During this workshop, we show you how to use free internet tools such as aggregators to monitor social media and spot developing trends which could damage your government’s reputation at home and abroad. We also show you how to select the right messengers for different audiences and will show you how to make broadcast quality video using your mobile phone.

What the workshop will cover

The workshop will concentrate on:

- Understanding the needs of the media and working with them to achieve an accurate, speedy and consistent flow of information to key stakeholders
- Reviewing traditional and social media outlets, including digital broadcasting and the internet and how to target different audiences
- Analysing risk and hazards to develop an understanding of the fear factors which affect public perception and effective communication before and during a crisis
- Developing communication strategies, including gathering intelligence from research, websites and the media to make your strategy comprehensive
- Understand the importance of producing your own high-quality video and picture proof points to counter fake news.

How participants will benefit

The workshop will:

- Develop your media and communication skills so you can stay focused on the important role of monitoring and responding to what concerns the public
- Raise awareness of the importance of risk communication planning in developing policy and operational strategies and provide practical experience of designing strategies both to pre-empt crises and deal with them when they happen
- Create an understanding of how the media reacts to risk, the influence this has on the public, and the importance of building good relationships with both traditional media and community leaders on social media.

Leading and Managing for Results

Fees	Dates	Location
£3,940	23 March to 3 April	London
£3,940	28 September to 9 October	London

About the workshop

This workshop is in two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of how to lead and manage to gain results. Organisations need leaders and managers, and the skills of managing are essential for providing services to the public and for building the human capital to deliver an efficient and effective organisation fit for today and the future.

What the workshop will cover

The workshop is designed to develop your self-awareness and your personal impact, enhancing your understanding of strategic leadership and management in public service policy and delivery. Both workshops are participative and will include briefings and discussions, practical management skills, models and tools to help you turn plans into action and enhance your personal effectiveness. Week one will focus on developing the leadership capability needed for making a positive impact on the performance of your team. Week two will equip you with a suite of advanced skills in management and what those skills mean for people managing others to deliver a transformed public sector.

How participants will benefit

Week one will enable you to develop the personal leadership capability, tackle existing and future strategic challenges, review and implement plans to increase leadership capability, enhance public service delivery and grow and develop your international leadership network and share good practice. Week two will enable you to develop the personal management skills to make an impact and contribute to the future of your public service, tackle existing and future people management issues, develop self-awareness and increase your personal impact, review and implement plans to increase management capability in your organisation, recognise the approaches you can use and changes you can implement to enhance public service delivery and grow and develop your international network and share good practice.

High Impact Leadership:

Creating real value in public services

Fees	Dates	Location
£2,245	23 to 27 March	London
£2,245	28 September to 2 October	London

About the workshop

Leadership capability is crucial to the delivery of public services and to building an efficient and effective organisation fit for today and the future. This workshop will review developments in public services and what they mean for its leaders. Leadership is critical to organisational success and to ensure the workforce is aligned to contribute to a successful and responsive public service. This workshop will review the competences that leaders need to make an impact in the changing arena of public service organisations. You will learn about the UK approach and review other examples of good practice including practical exercises, and case studies from practitioners.

What the workshop will cover

Strategic leadership, good governance and policy formulation; practical leadership skills: turning plans into action; personal effectiveness and impact. The overall objectives for the workshop are to:

- Enhance your understanding of leadership in public service policy and delivery
- Develop a suite of leadership skills, including prioritising, communication, teamwork and change management
- Develop self-awareness and personal effectiveness.

How participants will benefit

The workshop will enable you to:

- Develop the personal leadership capability to make an impact and contribute to the future of your public service
- Contribute to existing and future strategic challenges and understand the links to operational delivery
- Review and implement plans to increase leadership capability in your organisation
- Recognise the approaches and changes you can implement to enhance public service delivery
- Grow and enhance your international network and share good practice.



Advanced People Management Skills

Fees	Dates	Location
£2,270	30 March to 3 April	London
£2,270	5 to 9 October	London

About the workshop

Organisations need leaders and managers and the skills of managing are essential for providing services to the public and for building the human capital to deliver an efficient and effective organisation fit for today and the future. This workshop will focus on the latest developments and skills in management, their relevance to public services and what they mean for people managing others to deliver a transformed public sector. It will equip you with a suite of advanced management skills to help you face the many challenges of day-to-day management.

What the workshop will cover

The workshop will focus on practical management skills. The overall objectives for the workshop are to:

- Enhance your understanding of advanced management capability requirements in public service policy and delivery
- Develop a suite of advanced management skills including: people management; managing performance; handling poor performance; engagement and resilience; building relationships (internal and external); decision making and coaching; teamwork and implementing improvements
- Develop self-awareness and enhance your personal impact.

How participants will benefit

The workshop will enable you to:

- Develop your personal management capability to perform at your best
- Increase self-awareness and your personal impact, drawing on a comprehensive, individual Myers Briggs Type Indicator Report
- Develop skills to tackle existing and future people management issues and understand the ways good management can enhance positive outcomes
- Draw up plans to increase management capability in your organisation
- Grow and develop your international network and share good practice.

Janet Waters

Workshop Director



Leading and Managing for Results workshops

Janet designs and delivers leadership programmes; designs and facilitates team events; coaches senior executives on talent and development programmes; designs and delivers sessions and programmes for international clients on a range of topics including strategy, policy, human resources and leadership.

She is an accredited coach and facilitator offering programmes to public and private sector business leaders. Janet was Head of International Consulting and Director of Strategic Leadership while at the National School of Government and has worked for the Cabinet Office, the Ministry of Justice and the Home Office. She has also worked extensively with international leaders and managers from many countries, including in Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe and the Middle East.

"The interaction, presentation, visual demonstrations and site visits were extremely effective in reinforcing the key learning points. Well done! Thank you for a great experience."

Petrona N. Davies
Permanent Secretary
Ministry of Health and Social Development
British Virgin Islands



Leaders as Change Agents

Fees	Dates	Location
£3,990	22 June to 3 July	London
£3,990	12 to 23 October	London

About the workshop

The workshop will equip you with all the skills you need to respond to what is changing in your environment and to plan and implement strategies that improve systems, adapt behaviour and achieve organisational objectives. You will identify how your organisation tends to manage change and learn to choose from a variety of alternative approaches that work with organisation systems and relationships. You will learn to develop strategies that incorporate the most important factors, attract resources and gain support from stakeholders. You will gain insights into your approach to leadership, power, authority and change and how your behaviour impacts on others and contributes to organisational culture. You will learn how to use emotional intelligence and intuition to identify what is important and to become flexible and adaptive. This workshop is divided into two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of change management.

What the workshop will cover

The workshop will include exercises to diagnose existing practices and attitudes and help you understand key change theories and their practical implementation. The workshop has been designed to be flexible so that it can be adjusted wherever practicable to meet your requirements and those of your organisation.

How participants will benefit

The workshop will enable you to:

- Undertake a phased approach to managing and implementing change
- Build implementation strategies that identify the human resources (HR) and technical and financial resources required for change
- Apply leadership and change agent skills and strategies that influence behaviour
- Identify what needs to change, and why, and how to plan for it
- Engage internal and external stakeholders in the change process
- Manage barriers and risks to successful change
- Influence attitudes through listening, coaching and motivating and develop a more effective culture using HR to align behaviour and performance with strategy
- Learn from your own and other people's experience of change
- Develop your capacity for agile approaches to cope with unplanned, emergent change
- Engage your team and build teamwork skills to secure organisational objectives
- Recognise how organisations and teams can be less bureaucratic and more collaborative to respond to changing conditions
- Identify the values that lie behind different organisation cultures and learn how to practise and promote values that create more effective cultures.

Planning and Implementing Your Change Strategy

Fees	Dates	Location
£2,225	22 to 26 June	London
£2,225	12 to 16 October	London

About the workshop

The workshop offers an informative and valuable pathway of understanding for planning and leading organisational-wide, departmental and team change. You will gain the tools and perspectives needed to develop specific action plans in support of your change initiatives whilst gathering the skills and knowledge to motivate your staff to understand and embrace their role in helping to bring about improvements and respond to new challenges. It also provides answers to some of the key questions asked by leaders and managers when confronted with the need to change:

- What are the key factors I must take into account?
- How can I get the support and resources necessary to make things happen?
- What methods can I use to ensure the commitment and support of all stakeholders?
- How will I recognise and work against resistance to my change initiatives?

What the workshop will cover

- Understanding the rationale for change
- Analysing the current state of your organisation and the need for change
- Identifying change agent competencies and setting up change management teams
- Planning and managing a change project
- Tools for managing resistance to change
- Organisational culture: scenarios and strategies for change
- Communicating with and engaging stakeholders.

How participants will benefit

By the end of the workshop you will:

- Understand of all facets of the change process
- Know how to identify what should be changed, why it should be changed and how to bring about change for the better
- Update your knowledge of the range of skills, styles and attitudes available to successful leaders of change
- Develop sound change strategies using a range of planning tools
- Break down large-scale change strategies into achievable action plans
- Identify the conscious and unconscious dynamics of change
- Develop and apply clear, engaging and personalised communication strategies
- Use influencing skills to sell the need for change, secure active engagement and create a cadre of change supporters
- Identify and apply a range of useful techniques to enhance working relationships
- Engage all stakeholders in the joint ownership of the desired end result.

Leading Agile and Responsive Change

Fees	Dates	Location
£2,225	29 June to 3 July	London
£2,225	19 to 23 October	London

About the workshop

Is it possible to facilitate successful organisation change? While the bad news is that many change strategies fail to meet their objectives, the good news is that some organisations and leaders do succeed. They adapt their thinking and behaviour in response to a rapidly changing environment. They cope with complexity by being agile and responsive. They learn from experience to improve performance and transform relationships with staff, customers and stakeholders. This workshop will be practical, developing your capacity for learning, leading and facilitating individual, team and organisational change and will enable you to develop new skills. It will help you motivate and manage others in complex circumstances. It also will help you identify and harness the attitudes and behaviours embedded in successful change. The workshop will include a visit to an organisation that has managed change successfully.

What the workshop will cover

- Developing a learning strategy that can transform our capacity for change management
- Building communication skills that enable us to listen, coach, contract with and facilitate our colleagues and build trust, confidence and self-esteem
- Recognising and analysing organisational systems and using the systems approach to continuously improve organisational processes
- Acknowledging how change impacts on people and using emotional intelligence to support ourselves and others
- Developing skills to apply agile approaches to strategies for change
- Becoming an agent for change and adopting best practice from private, public and third sector organisations
- Understanding group dynamics to lead teams and team meetings and deal with conflict more effectively
- Recognising resistance in ourselves and others and learning creative ways of responding to it
- Developing our capacity for recognising and managing risks to a change strategy
- Diagnosing and changing organisational culture using the competing values framework.

How participants will benefit

The workshop will develop your capacity for leading (and following) change. It will enable you to work through others to deliver sustainable solutions. It will help to transform your relationships with people whose support you need to achieve results. You will leave with the capacity to diagnose your organisation's culture and systems. You will develop more creativity and choice over your options and behaviour.



Putting People First:

Improving and prioritising customer care

Fees	Dates	Location
£2,280	6 to 10 July	London

About the workshop

Establishing a robust and responsive system of customer care has become widely recognised as a key goal for all organisations concerned with the management and delivery of public services. Increasingly, citizens cannot be treated as passive and grateful recipients of services such as education, housing and public health – they are entitled to be regarded as customers, to be treated with due care, courtesy and respect and with regard paid to their concerns and complaints.

What the workshop will cover

Drawing upon UK and international experience the workshop explores the key elements needed to develop a strong organisational culture of customer care, underpinned by appropriate structures for customer-focused service delivery. It examines mechanisms for processing customer feedback and complaints, making appropriate use of smart technology and social media.

How participants will benefit

The workshop will:

- Familiarise you with the process of culture change that may be needed to treat citizens as valued customers
- Introduce you to a range of tools and techniques for gathering data on customer concerns and requirements
- Look at mechanisms for handling and learning from customer complaints and feedback
- Consider lessons that can be learned by the public sector from the private/non-government sectors, and vice versa
- Explain ways of developing service standards and the use of benchmarking
- Review the development and coordination of digital services and the advantages and disadvantages of using smart technology and social media in managing excellent service delivery
- Introduce you to key customer service practitioners during site visits. Previous workshops have included visits to the Ministry of Housing, Communities and Local Government; the Land Registry; Her Majesty's Passport Office; and the London Borough of Croydon.

Putting People First:

Practical ways of improving customer service

Fees	Dates	Location
£2,425	5 to 9 October	Dubai

About the workshop

This workshop is an opportunity for you to enhance your current knowledge and skills of customer service issues and to introduce you to new models and techniques, which will greatly enhance customer delivery improvement within your organisation. This workshop deals comprehensively with customer service from a strategic, tactical and operational viewpoint.

This workshop is not just about delivering exceptional customer service – it is about delivering it consistently thus building trust with the customer. It concentrates on how internal customers are integral to the satisfaction of end users.

In the current climate when organisations in the public, private and non-government sectors are going through a tough period with shrinking budgets and competing demands on resources, it is even more important that organisations focus on their customers.

What the workshop will cover

- The strategic importance of customers and the external environment in which they exist
- The process for understanding customer requirements and satisfaction
- How to use a range of tools and techniques to gather data on customer requirements and satisfaction
- How to improve customer-facing processes
- How to develop meaningful service standards and Charters
- Benchmarking against organisations with excellent customer service
- How to manage customer complaints effectively
- How to embed customer care within your organisation.

How participants will benefit

The workshop will:

- Adopt a participative approach, in which those taking part are engaged with the facilitator and each other in order to gain maximum benefit
- Group exercises to fix key techniques and theoretical concepts firmly in real-life circumstances
- Encourage you to develop a personal action plan for potential implementation of customer service improvements on your return home.

Inspiring Leaders and Managers:

Unlocking high performance from individuals and teams

Fees	Dates	Location
£4,275	3 to 14 August	Kuala Lumpur

About the workshop

People management is not a skill or competence where 'one size fits all'. Critically, managers must be willing to identify and respond to the inherent differences in experience, background, education and potential performance for individual members of their team.

This workshop will provide you with an opportunity to review your potential leadership style by exploring a range of proven leadership techniques and methods. It will introduce you to the techniques of modern leadership within a safe learning and development setting that will encourage your engagement and active participation. It will refresh and build upon your existing knowledge, in addition to developing your skills in performing consistently as an effective leader within your current working environment.

What the workshop will cover

- Models and styles of leadership, including leadership development
- Influencing, persuading, problem-solving and decision-making
- Leading change, effective communication and raising competency
- Organisational development and performance management
- Managing people and negotiation and conflict management
- Managing projects and multiple stakeholders
- The Balanced Scorecard.

How participants will benefit

The workshop will:

- Enable you to understand how the key elements of the effective management of people, resources, projects and stakeholders can contribute to a high-performing organisation
- Explore current good practice in human resource management, focusing especially on getting the best out of individuals and teams
- Provide you with an opportunity to challenge traditional leadership approaches and mindsets and re-think your leadership style
- Review and assess your own management skills and identify strengths, areas for development and your preferred management style
- Guide you in developing a roadmap for effective and sustained optimum performance
- Improve your ability to communicate effectively with colleagues and stakeholders and enhance your impact as a leader.



Inspiring Leadership:

Engaging and motivating individuals and teams

Fees	Dates	Location
£2,425	3 to 7 August	Kuala Lumpur

About the workshop

This workshop will provide you with an opportunity to review your potential leadership style by experiencing a range of proven leadership techniques and methods. It reviews a number of traditional leadership typologies and draws upon proven products, guidance and application. In addition, it will introduce you to the techniques of modern leadership within a controlled learning and development setting that will encourage your engagement and active participation.

It will refresh and build upon your existing knowledge, in addition to developing your skills in performing consistently as an effective leader within your current working environment.

What the workshop will cover

- Models and styles of leadership
- Leadership development
- Influencing and persuading
- Problem-solving and decision-making
- Leading change
- Effective communication
- Raising competency.

How participants will benefit

The workshop will:

- Provide you with an opportunity to challenge traditional leadership approaches and mindsets and re-think your leadership style
- Explore new techniques which you can adapt to the changing needs of your workplace
- Guide you in developing a roadmap for effective and sustained optimum performance for you and your team
- Enable you to practise problem-solving and decision-making skills
- Improve your ability to communicate effectively with colleagues and stakeholders and enhance your impact as a leader
- Give you a chance to reflect, plan for the future and continue your professional development.

Results-Oriented Management:

All about people

Fees	Dates	Location
£2,425	10 to 14 August	Kuala Lumpur

About the workshop

Organisations are dynamic and subject to constant and often complex change. This dynamism is often stimulated by technology, but societal, cultural and generational factors can also be significant drivers of change. All of these elements need to be recognised and taken into consideration when seeking to manage people effectively. People management is not a skill or competence where 'one size fits all'. Critically, managers must be willing to identify and respond to the inherent differences in experience, background, education and potential performance for individual members of their team. The essential elements of good management are to drive high performance through reward; to resolve conflict; to support continued professional development and, through consistent monitoring and guidance for staff, to ensure that discrete and project-based tasks are completed – to specification, on time and within budget.

This workshop will help you to become an optimum people manager, developing synergy from your working teams and delivering the highest possible performance.

What the workshop will cover

- Organisational development
- Performance management
- Managing people
- Negotiation and conflict management
- Managing projects
- The Balanced Scorecard
- Managing multiple stakeholders.

How participants will benefit

The workshop will enable you to:

- Understand how the key elements of the effective management of people, resources, projects and stakeholders can contribute to a high-performing organisation
- Familiarise yourself with current management and organisational development models and technology and, through group work and practical exercises, practise using and adapting them to your own organisation
- Explore current good practice in human resource management, focusing especially on getting the best out of individuals and teams
- Review and assess your own management skills and identify strengths, areas for development and your preferred management style.

How to Assess an Organisation’s Effectiveness

Fees	Dates	Location
£3,955	9 to 20 March	London
£3,945	30 November to 11 December	London

About the workshop

Combining our Managing the Performance of your Organisation and Internal Audit and Risk Management in March will give you the opportunity to explore how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives. At the same time, you will understand how risk management and internal audit can add real value in ensuring that systems and processes support the achievement of objectives.

Another option is to combine Managing the Performance of your Organisation with Getting the Best Out of Your People in November/December. This will give you the knowledge and skills you need to lead and manage staff and get results, especially in times of change.

What the workshop will cover

The workshop will include briefings, discussion sessions and practical case study material with visits to key practitioners to examine good practice. It aims to be highly interactive and you are encouraged to share your experiences with other participants.

“Since attending this workshop, I have changed the way we write recommendations and our way of dealing with the media has also improved. The knowledge and advice gained from attending the programme has been very useful. The workshop was one of the best I have attended.”

Natasa Jovic
Assistant Secretary General
Protector of Citizens (Ombudsman)
Serbia

Internal Audit and Risk Management:

Effective, accountable and inclusive organisations

Fees	Dates	Location
£2,295	9 to 13 March	London

About the workshop

All around the world pressure on the public sector to build effective, accountable and inclusive organisations continues. This is at the heart of the UN Sustainable Development Goal 16 – “peace, justice and strong institutions”. In order to progress, organisations need to define their performance objectives and measure performance against them. This means that politicians and senior managers need assurance that systems and processes are in place to deliver economically, efficiently and effectively the performance objectives the organisation must achieve. This workshop shows how risk management and internal audit can add real value in ensuring that these fundamental building blocks of any public sector organisation can deliver and support the essential control environment that will protect assets and support the achievement of objectives. The workshop sets out current good practice, gives an excellent opportunity for you to visit a selection of public bodies and allows informed interactions with experts.

What the workshop will cover

During the week you will explore:

- The role of internal audit and risk management and the main elements of managing these functions successfully
- Internal audit structures and independence
- Audit approaches, including systems-based audit
- Performance audit
- Risk-based internal audit planning
- Developing an effective risk register.

How participants will benefit

The workshop is designed to allow you to:

- Make internal audit and risk management more effective, accountable and inclusive in the context of your organisation
- Share and absorb experience of good practice developments and practical lessons learned from their implementation in both the UK and other countries
- Discover how your own experiences of managing and implementing risk management and internal audit can support the implementation of SDG 16
- Enable you to explore how to enhance the development of internal audit and risk management in your own country
- Draw upon the practical, hands-on experience of our expert Workshop Director and visiting speakers.

Managing the Performance of Your Organisation

Fees	Dates	Location
£2,300	16 to 20 March	London
£2,300	7 to 11 December	London

About the workshop

The pressure to get value for money from public services has never been greater. The last decade has seen a series of world economic crises and shocks that have undermined financial confidence and constrained public spending. The Organisation for Economic Cooperation and Development expects world economic growth to continue to decelerate and, with many countries facing severe economic constraints, there is less money available to the public and third sector. Yet citizens are looking to public sector and third sector organisations for effective services that will meet UN Sustainable Development Goals. How can public service managers deliver better results with such constrained resources? This workshop focuses on performance management at an organisational level. In particular, we explore how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives, how to align performance and financial management to deliver value for money, and how to demonstrate value for money to external stakeholders.

What the workshop will cover

The workshop will include briefings, discussion sessions and practical case study material, with visits to key practitioners to examine good practice. It aims to be highly interactive and you are encouraged to: share your experiences with other participants; debate the potential added value of applying some of the features of models used in the UK; and consider skills and resources required to develop a framework for organisational performance management.

How participants will benefit

You will be able to:

- Understand performance management in its organisational context
- Apply the concept of value for money to programmes and other activities
- Experience developments in good practice and lessons learned from the UK and other countries
- Share your own experiences of managing and implementing performance management systems with other participants
- Explore how these developments may be introduced and/or implemented in your organisation.



Getting the Best Out of Your People:

Developing high performing leaders, teams and individuals

Fees	Dates	Location
£2,345	27 April to 1 May	London
£2,345	30 November to 4 December	London

About the workshop

All organisations depend on their leaders, managers and front-line staff to fulfil their organisation's mandate and achieve results. Developing an organisational culture, a working environment and good policies and practices which enable individuals and teams to perform at their best is key to helping public, private and non-government organisations to function efficiently, effectively and successfully. In the case of the public sector in particular, getting the best out of staff is crucial for delivering services to the public. Our workshop will give you an understanding of what motivates people to do a good job. It will provide you with guidance and practical skills in leading teams and managing individual performance. It will look at how organisations can improve performance and productivity at three levels – strategic, operational and individual.

What the workshop will cover

- The importance of effective human resource management and developing people's capacity
- Strategies for engaging staff in achieving your organisation's mission and business objectives
- Recruiting, retaining and developing the right people
- Managing performance and setting and monitoring targets
- Agile and responsive approaches to managing people through change
- Inspiring leaders and their staff and using emotional intelligence to improve wellbeing and optimise performance.

How participants will benefit

The workshop will give you:

- A sound understanding of the principles and practicalities of professional human resource management and development
- A better understanding of what motivates individuals on the team
- Develop a deeper personal and organisational awareness of what matters and what enables high performance
- An appreciation of how to set targets and monitor team and individual performance
- Insight into techniques for improving motivation and productivity, including how to manage poor performers
- A better understanding of the key ingredients of teamwork and team spirit
- Guidance on improving staff wellbeing
- Tips on the use of coaching and mentoring to develop a positive organisational culture and work ethic.



When Citizens Complain:

For ombudsmen, commissioners and complaint handling organisations

Fees	Dates	Location
£2,220	22 to 26 June	London

About the workshop

“When Citizens Complain” is a high-level workshop for ombudsmen and commissioners and their senior staff which aims to:

- Improve public services and promote good governance
- Raise awareness of the importance of the ombudsman, human rights and complaints commissioners in dealing with corruption and human rights violations
- Explore a variety of systems and approaches to complaint handling and dispute resolution.

What the workshop will cover

The workshop will cover issues of principle and practice relating to the role of ombudsman and complaint handling organisations and will provide a balance between tutorial sessions, discussions and visits. A key element for sharing experience and best practice will be sessions during which you will be invited to give an informal presentation on your own office and complaints system. You will also be asked to describe your approach to handling a range of cases and will be involved in problem-solving exercises and discussion groups.

How participants will benefit

The workshop will:

- Broaden your knowledge of the concept and institution of the ombudsman and variations of the ombudsman model
- Learn from the experience and expertise of UK ombudsman offices, parliamentarians, lawyers, civil servants and leading scholars and practitioners
- Improve your capacity to manage investigations, produce effective reports, communicate with the public and other key stakeholders and deal with the media
- Make international comparisons and identify areas for developing and improving your own ombudsman and complaint handling system
- Develop practical skills in managing the business of your office
- Familiarise you with how ombudsman and complaint-handling organisations deal with complaints and redress grievances.

Corporate Governance and Board Effectiveness

Fees	Dates	Location
£2,425	10 to 14 February	Dubai
£2,285	1 to 5 June	London
£2,285	28 September to 2 October	London

About the workshop

Corporate governance is rapidly gaining the profile and prominence it deserves. Corporate governance is about how an organisation acts, agrees its strategic framework – its vision, mission and values – and ensures that it meets its objectives. In both the public and private sectors, it has been demonstrated that organisations and countries with good corporate governance perform substantially better than those that do not. Effective decision making and performance management are key elements of corporate governance and form a substantial part of the workshop. Bringing together human resources, risk, financial and asset management into a coherent overall plan is a key part of that approach. Effective Boards are also key to good corporate governance. They make a substantial difference to organisational focus and performance and we deal with how to create and maintain a well-functioning Board. This workshop is geared at those in senior or Board positions looking to gain a rounded appreciation of how to improve governance. The week is practically focused and highly interactive.

What the workshop will cover

You will be able to develop your understanding of:

- The critical elements of corporate governance
- The decision-making and reporting structures and supporting mechanisms underpinning corporate governance
- How to develop a positive organisational culture and encourage responsible and ethical behaviour
- Organisational strategies including those relating to human resources (HR), finance, information and assets
- Risk management approaches
- The role of the Board and Board effectiveness in the public and private sectors
- How to make the most of the non-executive Board members and benefit from the advice and challenge they can provide.

How participants will benefit

The week will help you to:

- Appreciate the contribution of good corporate governance and decision making
- Recognise the importance of vision, mission and values
- Understand how integrated strategies for HR, finance, assets and information can be developed
- Apply improved risk and performance management
- Understand personal characteristics of an effective Board Member
- Contribute to Board effectiveness through teamwork
- Understand the need for leadership and the key attributes of effective leaders
- Reflect on examples of corporate governance failures where the Board should have acted
- Understand the role of Non-Executive Directors.

Better Regulation: Regulating essential services

Fees	Dates	Location
£2,205	2 to 6 March	London

About the workshop

This workshop concentrates on the regulation of essential public services in the energy, communications, transport, water supply and sewerage sectors. The key objectives are to:

- Provide an overview of the key aspects of effective government regulation, with an emphasis on lessons learnt, good practice and developing a better regulation agenda
- Ensure that you gain a good understanding of the strengths and weaknesses of utility regulation, its key features and its terminology
- Consider how governments ensure that regulatory regimes deliver both enhanced competition while protecting people and their environment
- Explore the impact of the digital agenda on utilities, including the smart meter initiative for energy supply.

What the workshop will cover

The workshop will cover both principles and practices of regulation, especially of UK utility and network services in the energy, communications, transport, water supply and sewerage industries.

- You will be briefed about regulatory regimes in the UK and elsewhere
- We will explore the changes which the UK has made in order to free competitive markets from unnecessary or inefficient regulation
- You will meet practitioners in government, regulatory bodies and industry. You will be able to discuss the rationale for, and effects of, the UK's journey from state ownership to effective regulation since the early 1980s.

How participants will benefit

The workshop will:

- Provide you with a broad overview of regulatory options and best practice
- Examine the better regulation agenda, risk-based approaches and policy and regulatory options
- Enable you to examine the UK experience of harnessing the private sector's initiative, management and investment to improve the quality and efficiency of service provision
- Explore how best to establish regulatory regimes that safeguard customers' interests and rights, fund sustainable development and environmental improvements and promote the government's social and environmental objectives.

Sustaining Peace:

Methods and tools that work

Fees	Dates	Location
£2,165	1 to 4 September	London

About the workshop

Are you working in or affected by violent conflict? This workshop is for professionals from government, international agencies and civil society who are interested to learn from peace-building best practice and methods and tools that work to sustain peace. As professionals we are required to analyse local conflict (root) causes, capacity and interests of actors and appreciate local conflict dynamics. Experience shows that organisations which use conflict analysis well can develop better responses to promote peace, conflict prevention and resilience or conflict sensitivity.

The workshop will draw on over 30 years' experience and research on peace best practice in 32 countries with some of the best there is, including the United Nations, the European Union and others.

What the workshop will cover

The workshop will cover the most important learning to enable you to manage conflict analysis and design of interventions to influence peace, based on the specific causes, actors and dynamics of your analysis and your (organisation's) comparative advantage.

During the workshop you will:

- Explore personal experiences of conflict and the importance of personal values and perspectives
- Appreciate seminal policies, mandates and best practices for promoting peace
- Do a full conflict analysis including causes, actors and dynamics
- Value the 'leave no one behind' mandate and hear how to engage groups such as women, youth, traditional and faith leaders
- Design interventions to sustain peace and set markers for monitoring results.

The workshop is highly participatory and applied, working from participants' experience, case studies and examples from the field – inter-woven with presentations and group exercises for problem-solving and peer learning.

How participants will benefit

The workshop will provide you with:

- A high quality training and learning opportunity to gain practical methods and tools for conflict analysis and sustaining peace
- An experienced international trainer/facilitator, live webinar links and diverse participants
- Important (optional) follow-up mentoring and support for implementation for three months after the end of the workshop.

The fee without follow-up mentoring and support for implementation is £1,985.

Combating Fraud and Corruption

Fees	Dates	Location
£3,965	26 October to 6 November	London

About the workshop

Public services may be delivered within widely differing contexts but everywhere we face a similar challenge in maintaining integrity and ethical conduct among all those in public life, whether elected representatives or appointed officials. From ‘quiet corruption’ which damages public trust and service delivery, through to ‘grand corruption’ which distorts a country’s economy, there is a need to develop effective tools to tackle these problems. Increasingly it is recognised that anti-corruption efforts need to cut across institutions and address the full chain of activities including:

- Prevention through enhanced legislation, increased accountability and effective deterrence mechanisms
- Detection through regular monitoring and oversight activities
- Investigation of corrupt acts and unethical behaviour
- Sanction through judicial and/or administrative means.

What the workshop will cover

The main aims of this comprehensive workshop are:

- To assist you in developing and introducing practical mechanisms for establishing, promoting and sustaining an ethical infrastructure in the public life of your own country
- To explore options for detecting and investigating unethical behaviour and corrupt acts, including an opportunity to practise investigative techniques
- To examine how best to carry out successful prosecutions and apply administrative and civil sanctions as effective responses to corruption and unethical behaviour, including options for asset recovery.

How participants will benefit

The workshop will enable you to:

- Reflect on the standards in public life in your country
- Enhance your understanding of ways of establishing, embedding, communicating and upholding core values
- Identify areas of risk
- Consider how to create the environment within which transparency and accountability can more readily be improved
- Understand mechanisms for detecting corruption and unethical behaviour
- Review how different investigations are managed
- Consider the role of prosecutions and how to improve their effectiveness
- Explore options for cross-institution working.

Fraud and Corruption:

Prevention and detection

Fees	Dates	Location
£2,425	25 to 29 May	Washington DC
£2,160	26 to 30 October	London

About the workshop

It is much easier and much more effective to focus efforts on the prevention of fraud and corruption before it occurs. As all too many organisations discover to their cost, the resources, effort and reputational damage of responding to wrongdoing after the event is disproportionately high. If economic crime or other forms of ethical abuses do occur, then the earlier they are detected the better. This one-week workshop is designed to support the successful prevention and early detection of fraud and corruption in its many forms. It will explore:

- How the risks of and opportunities for unethical behaviour can be reduced through enhanced legislation, increased accountability and effective deterrence mechanisms
- The importance of core values and codes of conduct
- Ways of supporting individuals to recognise and avoid conflicts of interest
- How early detection can be made more possible and likely through regular monitoring and oversight activities.

What the workshop will cover

The main aims of this workshop are:

- To assist you in developing and introducing practical mechanisms for establishing, promoting and sustaining an ethical infrastructure in the public life of your own country
- To explore options for detecting unethical behaviour and corrupt acts.

How participants will benefit

The workshop will enable you to:

- Reflect on the standards in public life in your country
- Enhance your understanding of ways of establishing, embedding, communicating and upholding core values
- Discuss the importance of codes of conduct and registers of interests
- Identify areas of risk
- Consider how to create the environment within which transparency and accountability can more readily be improved
- Understand mechanisms for detecting corruption and unethical behaviour
- Identify aspects of UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit.

Fraud and Corruption:

Investigation, prosecution and sanctions

Fees	Dates	Location
£2,160	2 to 6 November	London

About the workshop

When fraud or corruption has been detected much depends on what happens next. How should the suspicions be dealt with? By whom? Where is the evidence? How should it be gathered? How should the investigation be managed? Decisions made at the start of an investigation will prove critically important later on and errors at this stage can frustrate any later prosecution. When the matter has been resolved and suspicions proven, what should happen to the perpetrators? This one-week workshop focuses on helping you to:

- Devise successful investigative strategies including deciding when and how to involve expert witnesses
- Understand the use of digital forensics
- Deploy the best seize and search methodologies and other investigative techniques
- Investigate corrupt acts and unethical behaviour effectively
- Decide on the most appropriate sanctions through judicial and/or administrative means.

What the workshop will cover

The main aims of this workshop are:

- To explore options for investigating unethical behaviour and corrupt acts, including an opportunity to practise investigative techniques
- To examine how best to carry out successful prosecutions and apply administrative and civil sanctions as effective responses to corruption and unethical behaviour, including options for asset recovery.

How participants will benefit

The workshop will enable you to:

- Review how different investigations are managed
- Consider the role of prosecutions and how to improve their effectiveness
- Explore options for cross-institution working
- Better understand money laundering, restraint, forfeiture and confiscation
- Discuss the role of specialist investigative agencies
- Understand the range of possible sanctions including administrative and civil actions and deferred prosecution agreements
- Identify aspects of UK experience which can be applied internationally and aspects of overseas experience from which the UK system can benefit.

Parliamentary Administration:

Structures and procedures in Westminster

Fees	Dates	Location
£2,325	19 to 23 October	London

About the workshop

Parliaments are bedrocks of traditional democratic government and the Westminster model of parliamentary democracy has been adopted, with many local variations, by legislatures around the world. The responsibility for running a parliament requires the highest levels of expertise. This workshop offers you the opportunity to share your own professional experiences with senior parliamentary officials, MPs and members of the House of Lords who work in and manage the day-to-day business of the Westminster Parliament. Change is very much the order of the day in the 21st century – the pervasiveness of social media, the rise of populism and, for the UK and other European countries, the many challenges of Brexit - are important aspects of such change. Parliaments must always strive to keep pace with and respond effectively to challenges.

The workshop looks in detail at how one of the busiest parliaments in the world is constantly adapting to this complex world.

What the workshop will cover

You will hear about the administrative structure of the House of Commons and the House of Lords, including:

- The Government's interface with Parliament
- Staff structures, recruitment, reporting, training and career development
- The work of Select Committees as an effective investigative tool available to MPs for examining the work of the Executive and the Civil Service
- The management of information services for MPs
- How the Parliament contends with the digital revolution – e-services
- The workshop includes visits to the House of Commons and the House of Lords in session.

How participants will benefit

During the workshop you will be able to:

- Gain an insight into the respective cultures and administrative structures of the House of Commons and the House of Lords
- Question administrators and service providers on the day-to-day functioning of the House of Commons and the House of Lords
- Hear first-hand from an elected Member about an MP's work and the experience of serving constituents
- Discussions with parliamentary experts about recent change initiatives, for example, the use of digital services and social media
- Against the background of developments at Westminster, examine the role and workings of your own Parliament and consider how to contribute to its improved efficiency and effectiveness.

Effective Records and Information Management

Fees	Dates	Location
£3,960	9 to 20 November	London

About the workshop

Every organisation needs accurate information to develop, deliver and assess the effectiveness of its policies, programmes and services and to make informed decisions. Poorly managed content can result in severe consequences for an organisation. This workshop is in two modular weeks which can be attended as separate modules or as a two-week programme to gain a more comprehensive understanding of effective approaches to managing information resources in all formats and media. It provides practical tools and methods to design and implement sustainable knowledge and content management systems.

What the workshop will cover

By the end of the workshop you will be able to:

- Assess the information and knowledge management strengths and weaknesses of your organisation
- Design corporate intellectual control systems including classification, indexing and retention/disposal and better understand the features, functions and challenges of electronic records management, knowledge and content management systems
- Develop tools and processes to determine business requirements for information management
- Identify key information security risks
- Advocate enhanced information security initiatives in your organisation.

How participants will benefit

The workshop will:

- Introduce you to best practice for information and records management as expressed in ISO 15489
- Explain the key components of corporate intellectual control
- Show you how to analyse and develop information management procedures
- Explore how to build capacity among information creators, users and managers
- Help you to apply systematic processes for information retention and disposal
- Demonstrate the key principles of informational security
- Identify and analyse the key risks to your information resources
- Introduce you to the types of cybercrime and cyber enabled crime.



Tools and Techniques to Transform Your Organisation's Information Assets

Fees	Dates	Location
£2,155	9 to 13 November	London

About the workshop

The creation and management of records has always been important and the reasons for keeping records do not change over time. Ways of working, however, are constantly changing in this increasingly digital and online world. Data-driven service delivery, greater openness in government, shared and collaborative working all mean that the role of records managers and the need for standards are more important than ever. Responsibilities for records now extend far beyond organisational and even jurisdictional boundaries. There are also increasing expectations of transparency and accountability and the growing range of ways in which information is created, stored and shared. This workshop will use the latest edition of the international standard ISO 15489-1 to guide the creation, capture and management of records in these new environments through time, whether wholly digital, paper-based or "hybrid" environments, and is relevant whatever technology is utilised.

What the workshop will cover

By the end of the workshop you will be able to:

- Assess the information and knowledge management strengths and weaknesses of your organisation
- Design intellectual control systems including classification, indexing and retention/disposal and better understand the features, functions and challenges of electronic records management, knowledge and content management systems
- Develop tools and processes to determine business requirements for information management.

How participants will benefit

The workshop will:

- Introduce you to best practice for information and records management as expressed in ISO 15489
- Explain the key components of corporate intellectual control
- Show you how to analyse and develop information management procedures
- Explore how to build capacity among information creators, users and managers
- Consider the best ways to monitor and evaluate knowledge management systems.



Protecting Your Organisation From Cybercrime and Enhancing Your Information Security

Fees	Dates	Location
£2,155	16 to 20 November	London

About the workshop

In this interconnected world the risk of an attack on its information resources must be a matter of real concern for all of us and can only grow as the dangers increase and attacks become ever more sophisticated. Good information security has always been an important aspect of an organisation's effective functioning, credibility and resilience and for modern organisations it is vital as they face threats that evolve and change. This one-week workshop explores the nature of cybercrime, the key risks to organisations and the ways in which organisational capacity to resist cyber attacks can be enhanced. It also demonstrates what should be done if an attack is suspected and what processes can be put in place to enable an organisation to get back up and functioning rapidly if the worst does happen and its defences are breached.

What the workshop will cover

By the end of the workshop you will be able to:

- Identify key information security risks to your organisation
- Explain the importance of protecting vital records
- Understand what a disaster recovery plan is and how it can be developed
- Develop an information security training plan
- Advise on possible responses to a suspected attack
- Advocate enhanced information security initiatives in your organisation.

How participants will benefit

The workshop will:

- Identify and analyse the key risks to your information resources
- Introduce you to the types of cybercrime and cyber enabled crime, for example external cyber-attacks against organisations, internal fraud and money laundering
- Explain how these risks can be mitigated
- Show you how to respond to a possible attack
- Discuss the use of specialists and experts
- Demonstrate the key principles of informational security.

Managing Elections:

Techniques and perspectives

This workshop can be tailor-made to suit your organisation and run in London or your own country. Please contact us for more information.

About the workshop

Recent years have seen a considerable increase in elections being held around the world. Electoral administrators are faced with immense operational tasks in often challenging political environments. It is increasingly recognised that solid professional knowledge and skills are required to manage electoral processes effectively. The international community is introducing global standards, and examples of best practice for effective and accountable elections management are accumulating.

This workshop provides vital information on how best to manage elections. It will provide electoral administrators – and other election stakeholders – training in the most effective electoral management techniques and hands-on, practical skills.

What the workshop will cover

It will concentrate on the UK electoral system and draw on comparative experience from other countries. Recognising the variety of electoral systems and methods of managing elections, it will be adapted as far as possible to your particular needs while demonstrating generally applicable good practice and international standards. A key feature will be visits where you can meet with counterparts, experience election administration or policy-making in action and establish useful contacts.

How participants will benefit

The workshop will:

- Broaden your knowledge of practices, recent innovations in electoral processes, using a comparative analysis of the UK and other countries
- Identify aspects of UK and international experience that can be applied in your own country
- Improve your day-to-day management and planning skills with useful tools and techniques
- Enable you to interact and communicate effectively with election stakeholders in your own country (for example, civil society, observers, political parties and the media)
- Introduce you to key experts and practitioners, so that you can develop lasting networks for exchange and knowledge transfer.



Providing Public and Private Pensions in a Rapidly Changing World

Fees	Dates	Location
£2,215	8 to 12 June	London

About the workshop

The length and diversity of the UK's experience in running pension schemes is without rival in the world. This workshop will explore the rich mix of public and private pension schemes provided in the UK; how they are structured, how they are integrated into an overall system of social protection; how they are financed, managed and regulated.

What the workshop will cover

The workshop will focus on:

- How UK government policy on the mix and delivery of public and private pensions has been developed in recent years and future directions that it may take
- Organising, reforming and delivering public sector pensions for sustainability, efficiency and stronger governance
- Financing, organising, governing, regulating and supervising work-based pension schemes and arrangements, and boosting participation in them
- Consumer experience of the UK pension system – challenges and responses
- The importance of designing pension systems that benefit women as well as men.

It will include interactive lectures and discussions, briefings by senior practitioners, representatives of independent public bodies, managers of occupational and personal pension schemes and pensioners' representatives, along with group visits to various pension providers. Previous participants have benefitted from sessions from the Department for Work and Pensions and the London Pension Fund Authority as well as visits to the Pension Protection Fund and the Head of Pensions at UNISON, the Public Service Union.

How participants will benefit

The workshop will:

- Broaden your knowledge of public and private pension schemes, their management and regulation, and how they can be updated to improve coverage, adequacy and sustainability
- Enable you to learn from the experience of policy makers, administrators and managers
- Encourage you to consider the UK experience in relation to the models developed by the World Bank and others
- Provide you with an opportunity to exchange experience with counterparts from other countries.

John Ashcroft

Workshop Director

Providing Public and Private Pensions in a Rapidly Changing World workshop



John was Head of Strategy at the Pensions Regulator and the first chairman of the International Organisation of Pension Supervisors. He is now an independent consultant specialising in providing consultancy advice and undertaking research on issues in the regulation and supervision of private pensions worldwide. His recent assignments have included:

- Reviewing and advising on the regulation and supervision of private pension systems in Albania, Brazil, Chile, Costa Rica, Mexico, Nigeria, North Macedonia, Turkey and Zambia for the World Bank or other international bodies and the relevant national pensions regulators
- Drafting a new Pensions Act for Guyana
- Providing training on pensions regulation, supervision and governance for the Toronto Centre and in East Africa.

He is a co-author of the World Bank's Framework for Outcome Based Assessment of pension systems, as well as several OECD and IOPS publications.

The workshop was very beneficial and fruitful. I've learnt a lot on good governance of pensions, which I will surely put into practice. All the lecturers have extensive experience of the workshop topic. I would like to say thank you to all the PAI staff who were very helpful."

Marie-Ange Waye-Hive
General Manager
Pensions and Benefits
Seychelles Pensions Fund

Public Service Commissions: Upholding professionalism, excellence and standards

Fees	Dates	Location
£2,255	7 to 11 September	London

About the workshop

Effectiveness and efficiency, and the core values of impartiality, integrity, honesty and objectivity, are generally regarded as the hallmarks of a modern public service. Public Service Commissions are often the guardians of these principles. Traditionally, their role might have been to ensure that appointments are made solely on merit following fair and open competition but now PSCs have a much wider responsibility – upholding standards.

What the workshop will cover

The workshop, which uses UK and international experience, will focus on:

- Roles and responsibilities to be found in Civil or Public Service Commissions
- Different models of regulation
- Effective selection of staff
- Measures to provide public confidence in the work of Civil or Public Service Commissions
- UK Civil Service reform and the implications for the Civil Service Commission
- The role of Parliament and other Government institutions in upholding high standards
- The scope of legislation covering the civil and public service.

How participants will benefit

The workshop will:

- Enable you to consider in depth the role of Public Service Commissioners, study the evolution of that role in the UK, and discuss topical issues facing Commissioners today
- Give you an opportunity to explore the respective responsibilities of Commissions, Ministries and Agencies in the civil and public service appointments process
- Provide a forum for you to review approaches to drafting and implementing a Civil Service law
- Enable you to study the UK approach to modernising the civil and public services and improving their effectiveness
- Encourage you to share your experiences, review your own challenges, and prepare an action plan to meet those challenges.

Choosing the Right People:

Recruiting the best talent

Fees	Dates	Location
£2,265	16 to 20 November	London

About the workshop

This workshop uses the experience in the UK and internationally to focus on:

- The process of managing a fair and open recruitment and selection system
- The variety of recruitment processes into the civil and public service
- The latest approaches to identifying and retaining talent
- The process for selection and career development interviews, including the skills for interviewers to make good and fair decisions
- Civil service and HR reform and improving capability of civil servants.

The practical issues surrounding the recruitment, selection and development of civil and public servants will be covered, as will the main themes being addressed in the UK Government's programme of reforming and modernising the UK Civil Service, including the developments in Human Resources (HR) Transformation.

What the workshop will cover

There will be presentations, discussions and sessions with HR practitioners providing centralised recruitment, selection and talent support in central Government Ministries and other public service organisations. It will also include visits to key relevant institutions and will provide ample opportunity for you to share your own experiences and to speak directly to those responsible for recruitment policies and decisions.

How participants will benefit

The workshop will:

- Enable you to consider the selection cycle and understand in depth the stages and the requirements of HR managers and other staff at each step in the cycle
- Give you an opportunity to explore the work of the UK Government's Civil Service Resourcing, Ministries and Agencies responsible for civil and public service recruitment and selection
- Provide a forum for you to review and improve your approach to selection and recruitment, attracting and developing talent
- Explore the UK approach to modernising HR and improving the effectiveness of the civil and public service
- Encourage you to share your own experiences, learn about others' approaches, review your own challenges and prepare an action plan to meet those challenges.

Next Generation Human Resources:

Transforming people management in the public sector

Fees	Dates	Location
£2,200	15 to 19 June	London

About the workshop

This workshop will focus on:

- The reform agenda to develop the public sector workforce so that it can deliver enhanced public services
- The variety of new ways the UK civil service and other public sector organisations are managing and developing their people
- The critical role of HR and new models of HR management, including the UK's reform agenda
- The best people management processes for delivering "best in class" talent and learning and development
- The latest thinking about improving the capability of civil servants to work collaboratively and deliver services effectively and efficiently.

What the workshop will cover

The workshop will include presentations and discussions and involve sessions with HR practitioners leading and managing people and others concerned with managing central Government Ministries and other public service organisations. It will also include visits to key relevant institutions and will provide ample opportunity for you to share your own experiences and to speak directly to those responsible for policies and decisions. We will include practical skills development and mock performance meetings and feedback sessions. You will be invited to give a brief informal presentation about your role and challenges for the future, so a small amount of preparation will be needed.

How participants will benefit

The workshop is designed to:

- Explore the UK approach reform aimed at improving the effectiveness of the civil and public service and the capabilities required for staff at all levels
- Enable you to consider the people framework and understand the requirements of HR managers and other staff who manage/lead staff
- Give you an opportunity to explore the work of the UK Government's approach to HR through Civil Service Resourcing and Learning, Ministries and Agencies responsible for civil and public service and understand the types of work undertaken by public servants and the new approaches to developing capability
- Provide a forum for you to review and improve your approach to HR and managing people and creating and maintaining teams
- Encourage you to share your own experiences, review your own challenges and prepare an action plan to meet those challenges.

A flavour of our experts

Lloydette Bai-Marrow



Lloydette Bai-Marrow is an anti-corruption expert and economic crime lawyer. She is the Founding Partner of ParaMetric Global Consulting, providing strategic advice and practical training for public and private sector organisations in the UK and internationally. A former Principal Investigative Lawyer within the UK Government's Serious Fraud Office, Lloydette provided legal advice and leadership on top tier cases of fraud, bribery and corruption in the UK and overseas. She has also worked in the UK Crown Prosecution Service and Her Majesty's Revenue and Customs. Lloydette is a Visiting Lecturer at The International Anti-Corruption Academy in Vienna, Austria.

Ian Cameron



Ian Cameron is an international Media and Communications Consultant, Trainer and Video Producer with 30 years' experience as a reporter, producer and News Editor for BBC TV, Radio and Online. Ian is also a NATO Civil Expert in Media and Risk Communications and a member of the Core Planning Team for NATO's annual 30-nation exercises run by the Euro-Atlantic Disaster Recovery Coordination Centre (EADRCC) in Ukraine, Serbia, Montenegro, Bosnia and Herzegovina.

Clement de Souza



Clement is a very experienced organisational development, training and human resource development consultant who specialises in change management, performance management, customer service improvement and promoting diversity for the public sector. A former UK civil servant, Clement has worked for Civil Service Learning, the National School of Government and the Metropolitan Police. He has wide international experience in Africa, Asia, the Caribbean and Europe.

Emotional Intelligence:

A critical element of organisational success

Fees	Dates	Location
£2,315	20 to 24 July	London

About the workshop

This workshop focuses on the importance of people and how they are integral to the success of organisations in the public, private and non-government sectors. Using and developing Emotional Quotient (EQ) and Intelligence Quotient (IQ) together remains at the heart of successful leadership in a continually volatile, uncertain, complex and ambiguous world.

You will be able to identify clearly what EQ is, why it is important and how it can be developed. You will develop EQ skills so as to understand how your own emotions (intrapersonal) impact on relationships (interpersonal). The workshop will equip you with a wide range of skills for understanding behaviour, managing mood, stress and conflict to optimise performance of individuals and teams.

What the workshop will cover

The workshop will explore how EQ can be used to improve well-being, emotional and social functioning and performance. Not only will it cover the five 'realms' of EQ – (1) self-perception (2) self-expression (3) interpersonal (4) decision-making and (5) stress management, but it will also give you practical tools to manage conflict effectively

How participants will benefit

During the week you will:

- Gain an insight into EQ, what it is and how you can use it to benefit yourself, your colleagues and your organisation
- Develop self-awareness and self-management of personal emotions
- Explore ways to advance personal EQ – understanding conflict stages and effective management of conflict situations
- Understand the consequences of behaviour and weigh decisions before using, 'whole-brain' techniques
- Recognise emotions in others and respond to those emotions in order to inspire high performance and achieve better results.

The Changing Face of the Workplace:

Supporting people through professional and personal change

Fees	Dates	Location
£2,260	3 to 7 August	London

About the workshop

Organisations are continually required to adapt to new circumstances, agendas and the pressures of increased demands from customers and citizens. Consequently, "change" in its broadest sense has become an expected part of organisational life. Some employees thrive on change while others are fearful and suspicious. Managers need to understand the change process so that they can lead and support staff through uncertain and often confusing times. The changing workplace can have an impact on employees' professional and personal life: restructuring, redeployment, redundancy and retirement; lowered morale and decreased performance; suspicions regarding leadership motives for implementing change; fearful of losing their status or role and the impact of this on their daily living; employees can become distracted, confused, angry and stressed, all of which have a detrimental effect on team morale and increased sickness and absence.

What the workshop will cover

It will include the following main components:

- The importance of change for organisational survival
- Types of change within your organisation
- Choices people make during the change process e.g. the variety of positive and negative responses and strategies for dealing with them
- The leader's role during change
- How personality type and values affect the transition
- Directive and non-directive conversations - choosing the right type of conversation
- Building empathy and active listening
- When to listen, when to push and when to challenge
- Exploration of your individual reactions to professional and personal life changes
- Safe practice, seeking help and referral to professionals.

How participants will benefit

The workshop will give you:

- An understanding of the people issues involved in implementing and managing the changing workplace
- Clarity on the manager's and HR's role in leading staff through the transition phase of change
- Strategies and practical tools to support employees through uncertainty
- The skills to hold relevant, appropriate and helpful conversations to support staff through personal and professional change
- Insight into your own reactions to professional and personal life changes and how to manage yourself successfully while implementing change and maintaining motivation and productivity.

Training of Trainers:

Developing talent and transferring skills

Fees	Dates	Location
£2,100	6 to 9 April	London

About the workshop

There is now a demand on technical and professional human resources (HR) and learning and development professionals to be able to design and deliver a wide range of learning solutions and the expectations from organisations have never been higher. This highly participative workshop will examine the key areas of how to design, and deliver learning interventions, making sure that your sessions are engaging and that they meet objectives. There will also be a chance to get constructive facilitated feedback on your design and delivery in a safe environment to enhance your skills.

What the workshop will cover

- Different ways of learning
- The Learning Cycle
- Techniques on the design of an engaging learning session or programme
- How to deliver sessions and programmes with confidence
- Use of case studies, exercises, scenarios - how to design these and deliver and manage these
- Coaching and mentoring - techniques and tools to be able to coach or mentor with credibility
- Evaluation and how we need to ensure that we manage this process well.

How participants will benefit

During the workshop, you will have the opportunity to:

- Explore different ways of learning
- Understand the Learning Cycle and how it can help you to develop appropriate training approaches
- Increase your confidence in designing and delivering learning solutions through facilitated constructive feedback
- Design learning solutions using a range of tools and techniques
- Practise techniques for effective delivery of a learning session or programme
- Enhance your skills and expertise in a wide range of learning techniques
- Update your knowledge and understanding of the effective use of coaching, mentoring, training facilitation and managing focus groups.

Negotiation and Mediation Skills

Fees	Dates	Location
£1,995	4 to 7 May	London
£2,230	24 to 28 August	London

About the workshop

The workplace is becoming more challenging as individuals are expected to perform in ever-changing organisations. Internal disagreements can arise in any workplace, and where there is workplace interaction there will inevitably be disagreement and dispute from time to time. This can lead to conflict which, if unresolved, can be costly to both individuals and the organisation. Managers need to be skilful interveners who can facilitate constructive discussions with those in dispute, and then get the respective parties to identify and work towards reaching mutually agreed solutions that restore long-term respectful professional working relationships. This workshop is designed to lead to a better understanding of how to address and resolve issues early before they escalate. The workshop will focus on how to respond appropriately and to manage disputes in a fair and equitable manner. You will learn how to use alternative dispute resolution techniques such as negotiation and mediation. Scenarios and role play will also play an important part of the programme.

The four-day workshop in May will be a condensed version of the five-day workshop scheduled for August.

What the workshop will cover

- How to recognise different approaches to managing conflict and how this affects the workplace
- Effective early interventions to diffuse conflict
- How you as an individual can manage conflict and the key skills required for you to be an effective mediator
- Identifying and practising communication, influencing and persuasion skills that will help to manage and resolve conflict
- How to develop your negotiation and conflict management skills.

How participants will benefit

During the week, you will be able to:

- Explore a model of mediation and enhance your skills as a workplace mediator
- Develop the knowledge and confidence to be able to intervene constructively in disputes so as to reach mutually agreed solutions
- Better understand why and how people react to conflict in the workplace and respond appropriately
- Ensure that a dispute resolution process is integral to the human resources function and to the organisation, and is supported by appropriate policies and procedures
- Play a key role in promoting harmonious working relations for your organisation.

From Policy to Legislation

Fees	Dates	Location
£2,330	7 to 11 September	London

About the workshop

Good quality legislation is understandable and accessible. Poor quality legislation is often neither and can incur heavy political, economic, social and environmental costs. This workshop aims to give an overview of the analytical skills required to convert policy into legislation, and of the ways in which legislation should be effectively drafted and structured.

The workshop approaches the subject primarily from that of parliamentary counsel, but also from that of the policy-maker who needs to understand how counsel will set about their task. For parliamentary counsel this involves producing legislation that is not only readily understandable by those that are expected to comply with and administer it, but is also workable in practice and readily capable of being enforced.

What the workshop will cover

During the week you will be able to:

- Understand what it is that parliamentary counsel need to know in order to draft legislation effectively
- Have an overview of the processes involved in analysing policy from parliamentary counsel's viewpoint
- Work more efficiently with those whose tasks are either to formulate policy or to draft legislation.

How participants will benefit

The workshop will:

- Introduce you to the stages of the legislative process
- Explain how to analyse policy for the purposes of drafting legislation
- Help you to understand the principles of effective legislative expression
- Demonstrate the importance of avoiding jargon and using plain English in drafting legislation
- Enable you to apply skills in oral and written exercises in a practical way.

**Combine this and our Legislative Drafting workshop to get a fuller understanding of the policy/legislative process*

Legislative Drafting:

A workshop on the essentials

Fees	Dates	Location
£3,985	14 to 25 September	London

About the workshop

The drafting of legislation is one of the most important functions in a modern state. It is crucial that the law is as fair, accessible, workable and cost-effective as possible.

This workshop aims to familiarise you with the necessary principles in a hands-on way by undergoing a concentrated series of classroom drafting workshop sessions that approach the subject in a new and entirely practical way which will enable you to practise drafting legislation in a supervised environment and set you on the right road.

What the workshop will cover

The workshop will explore practical ways in which to undertake and improve the drafting of legislation. You will have the opportunity both to improve pre-drafted texts to make them more readily comprehensible and to create new legislation from instructions given. The workshop will mainly involve classroom sessions in which you will undertake both individual and group work, and there will also be opportunities for discussion, evaluation, self-criticism and redrafting.

How participants will benefit

The workshop will:

- Introduce you to the essential characteristics of good legislative drafting
- Familiarise you with the way drafters need to use language to maintain consistency
- Explain the importance of using plain everyday language in drafting so far as is possible
- Enable you to understand some of the potential difficulties relating to the use of common words
- Help you to identify areas of drafting in your own jurisdiction which can be improved upon
- Make you more likely to be able to assist meaningfully in the process of amending and updating statute law that in modern times is vital to any jurisdiction.

**Combine this and our From Policy to Legislation workshop to get a fuller understanding of the policy/legislative process*

Successful Law Reform:

Practical issues today

Fees	Dates	Location
£2,335	5 to 9 October	London

About the workshop

It is crucial that the law is as fair, modern, simple and cost-effective as possible. Reform of the law is vital across the world and is becoming ever more important.

Law reform typically aims to improve protection for the vulnerable, sustain the rule of law and increase human rights. It has to be respected, reliable, rigorous and responsive. Law reform agencies have to capture the attention of governments. Law reformers can be catalysts of change, responsive both to the public they serve and to the latest issues and challenges in the world.

This workshop is designed for:

- Those working for law reform commissions, committees and institutes
- Law reformers working within governments
- Other major contributors such as academic lawyers, parliamentarians and judges.

What the workshop will cover

The workshop will demonstrate the hallmarks of successful law reform for contemporary needs. It is very practical, covering the whole reform process, from the selection of projects to the implementation of recommendations. Topics range from using modern methods and international cooperation, project planning, research, the advantages of different law reform structures and establishing new law reform institutions, law reform with limited resources to the Sustainable Development Goals. Outside speakers will include other law reformers from the Law Commission for England and Wales and from the UK Government's Ministry of Justice.

How participants will benefit

It will help you to:

- Explore different organisational structures for law reform, and how to establish them
- Increase understanding of a variety of methods of achieving successful law reform
- Discover the full value of wide consultation and outside expertise
- Consider legislative and other methods of reforming the law
- Enable you to share experiences with others from different legal and political systems
- Contribute to your professional development.

Transforming Criminal Justice:

Partnership working and multi-agency approaches

Fees	Dates	Location
£3,980	14 to 25 September	London

About the workshop

The UK's Transforming our Justice System agenda aims to create a just, proportionate and accessible system which delivers swift and certain justice. It builds on a huge amount of earlier work aimed at achieving better collaborative arrangements between the various agencies in the justice sector. Police, prosecutors, courts, prison and probation services now work together in ways unimaginable in the past in their ongoing efforts to reduce reoffending rates, use digital systems and improve public confidence in the criminal justice system at a time of dramatic change.

What the workshop will cover

The workshop will look at the role of the courts, prisons and probation services. It will explore practical strategies for improving collaborative working in the criminal justice system and the difficulties faced, overcome and still remaining. The workshop will:

- Examine how change occurs in the criminal justice sector and how citizens and politicians react to these changes
- Review progress to date in making the criminal justice sector work together more effectively
- Explore lessons from situations where barriers to effective partnership working have been overcome
- Analyse how the police do their job and ways in which society holds them accountable
- Discuss the challenges of juvenile crime and making arrangements to ensure justice for the most vulnerable in society
- Examine performance in courts can be enhanced and delays reduced
- Look at approaches to handling offenders in custody and in society
- Assist you in developing and introducing practical strategies for economic and sustainable criminal justice transformation in your own country.

How participants will benefit

The workshop will:

- Familiarise you with the responsibilities of the various agencies in the criminal justice system of England and Wales and how these are held accountable for their work
- Consider special arrangements made for the most vulnerable and the most dangerous in society
- Discuss the arrangements made to handle appeals and resolve potential miscarriages of justice
- Enable you to understand the possible barriers to information sharing and joint decision making and examine the strategies for overcoming such barriers
- Provide you with an opportunity to compare experiences of reforming criminal justice in various countries
- Help you to identify practical ways of initiating sustainable change to enhance multi-agency working in the criminal justice sector on return to your own country.

Preventing, Investigating and Prosecuting Crime

Fees	Dates	Location
£2,250	14 to 18 September	London

About the workshop

In every country, the law enforcement agencies are in the front line of dealing with society's most difficult individuals and, together with state prosecutors, regularly confront extremely challenging situations. Citizens look to these agencies to do their immensely difficult job in an effective, legal, appropriate and proportionate way. It is important for the safety and wellbeing of the public, as well as the preservation of the rule of law, that arrangements are put in place to support the police and the prosecutorial authorities in getting it right first time as often as possible and, when things do go wrong, to learn the lessons. This workshop explores the role and current work of the bodies responsible for these matters in England and Wales and looks at how effectively they work together, and how well they respond to the needs of the most vulnerable and disadvantaged in society.

What the workshop will cover

The workshop will concentrate on preventing, investigating and prosecuting crime and the role of the police and prosecution service. Issues explored will include:

- The way in which crime in England and Wales is changing and how citizens and politicians react to these changes
- How the police do their job and ways in which society holds them accountable
- The particular challenges of juvenile crime and arrangements made to meet them
- The work of the Crown Prosecution Service and special arrangements for the most vulnerable in society
- Lessons from situations where barriers to effective partnership working have been overcome.

How participants will benefit

The workshop will:

- Familiarise you with the responsibilities of the police and the Crown Prosecution Service
- Explore the various codes and charters which inform their decision making
- Set their work in the context of the prevailing strategy for reform
- Describe emerging trends and examine the challenges and priorities these raise
- Consider special arrangements made for the most vulnerable and the most dangerous in society
- Set a vision for the future of the criminal justice sector
- Provide you with an opportunity to compare experiences of reforming criminal justice in various countries
- Help you to identify practical ways of initiating relevant and sustainable change to enhance multi-agency working in the criminal justice sector.

Resolving Cases, Redressing Miscarriages of Justice and Reducing Reoffending

Fees	Dates	Location
£2,250	21 to 25 September	London

About the workshop

This one-week workshop looks at the key stages in handling criminal matters once a crime has been investigated and charges brought. It will consider, from the most minor of wrongs to the most grave, how the case is handled by the judicial system and the ways in which the various people involved, the victim, witnesses and the accused, are dealt with. It will also look at how appeals are processed, and possible miscarriages of justice redressed. It will examine the challenges in dealing with offenders, both in custody and in the community, and attempts to tackle recidivism and reduce reoffending.

What the workshop will cover

The workshop will concentrate on how criminal cases are resolved, how potential errors are dealt with and what efforts are made to reduce reoffending. It will focus in particular on the role of the courts, prisons and probation services. Issues explored will include:

- The current criminal justice reform agenda in the context of contemporary priorities
- How First Instance Courts deliver local justice
- Processes to achieve consistency in sentencing
- How performance in courts can be enhanced and delays reduced
- Ways in which possible mistakes and miscarriages of justice are tackled
- Approaches to handling offenders in custody and in society
- Initiatives to reintegrate ex-offenders into society and reduce reoffending.

How participants will benefit

The workshop will:

- Familiarise you with the way courts function at various levels from First Instance Magistrates Courts through Crown Courts to the Supreme Court
- Expose you to the work of the prison service and probation managers
- Describe accountability and oversight arrangements
- Look at special procedures for children in custody
- Provide you with an opportunity to compare experiences of reforming criminal justice in various countries
- Help you to identify practical ways of initiating relevant and sustainable change to enhance multi-agency working in the criminal justice sector on return to your own country.

Judicial Administration

Fees	Dates	Location
£3,950	11 to 22 May	London

About the workshop

Ongoing legal and judicial reforms focus on transforming the performance of court systems, in particular by dramatically enhancing court administration. These measures aim to reduce delays, clear backlogs and improve the quality, consistency and speed of delivery in judicial decision-making processes. They also aim to improve the experience of attending court for victims and witnesses and safeguard against the risks of corruption.

It is designed to look in depth at the management of court systems, enabling you to learn about new strategies for judicial administration. As well as those applied in England and Wales you will hear about approaches in other jurisdictions. You will have the opportunity to look at courts at various levels from First Instance Magistrates Courts to the Supreme Court, emphasising pragmatic, applicable approaches for implementing change, based on 'what works'. You will be introduced to a range of methods and processes and to select those most suited for adapting to your own judicial system.

What the workshop will cover

During the workshop you will be able to:

- Learn about the latest changes to civil and criminal procedure from key figures involved in reform
- Develop a wide range of techniques for improving the administration of justice and the running of courts
- Use what you have learnt to analyse the effectiveness of your own courts system.

How participants will benefit

By the end of the workshop you will learn about:

- The current judicial reform agenda in England and Wales
- Initiatives to achieve speedy justice
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- Measuring and inspecting court performance
- New approaches to dealing with those involved in court proceedings, especially the young and the vulnerable
- The importance of an overall modernisation strategy
- The benefits of judicial case management
- The role of e-systems in the justice sector
- Methods of ensuring consistent judicial information resources
- Information management-based approaches to enabling extempore appeal judgements
- Approaches to managing court information projects effectively.



Improving People's Experience of the Delivery of Justice

Fees	Dates	Location
£2,305	11 to 15 May	London

About the workshop

Much has been done over the past 30 years to enhance access to justice in England and Wales. Improved witness and victim services, efforts to ensure consistency in sentencing approaches and rigorous service delivery performance measures have all been introduced, whilst the key principles of judgement by peers and an uncorrupted judiciary have been maintained. Achieving this balance has not been easy, particularly in a period of dramatic cuts to budgets, staff and resources. Through seminar discussions, expert speaker presentations and court visits you will be exposed to the challenges and opportunities of the current justice transformation agenda and hear about the successes and the failures experienced.

What the workshop will cover

During the workshop you will be able to:

- Hear about the current reform agenda and how the justice sector is being modernised
- Experience approaches to delivering speedy, consistent and fair judgements
- Develop a wide range of techniques for improving the administration of justice and the running of courts
- Understand approaches to reducing the risks of unethical behaviour
- Use what you have learnt to analyse the effectiveness of your own courts system.

How participants will benefit

By the end of the workshop you will learn about:

- The way the justice sector is organised and managed in England and Wales
- The current judicial reform agenda
- Initiatives to achieve speedy justice
- Approaches to achieving consistency in sentencing
- How to enhance ethical working and reduce the risks of corruption
- Measuring and inspecting court performance
- New approaches to dealing with those involved in court proceedings, especially young people and vulnerable people.



Effective Case Management:

Reducing delays and clearing backlogs

Fees	Dates	Location
£2,305	18 to 22 May	London

About the workshop

Court Registries are the engine rooms of the judicial system. Judges rely on accurate and complete case files, held securely and available to them in a timely manner. Yet all too often, these same Registries are poorly equipped, inadequately staffed and subject to losses through inefficiency or even corrupt acts. These weaknesses lead directly to lengthy delays and the build-up of serious backlogs. Attempts to introduce judicial case management are frustrated and the quality of justice suffers. The good news is that rapid and sustainable improvements to case management systems can be and have been successfully introduced at low cost. This workshop will explore the approaches that have proved successful in a number of countries to build and maintain strong court case management systems.

What the workshop will cover

During the workshop you will be able to:

- Place improvements in court case management in the context of the wider initiatives to improve the delivery of justice
- Understand the underlying principles and key stages of professional court records management
- Appreciate the opportunities and challenges the introduction of electronic case handling represents
- Recognise the value of good quality information sources for judges
- Describe approaches to delivering immediate decisions on appeal cases
- Outline the core principles of managing court information projects effectively.

How participants will benefit

By the end of the workshop, you will improve your understanding of:

- The importance of an overall modernisation strategy
- The benefits of judicial case management
- The key principles of judicial records management
- The role of e-systems in the justice sector
- Methods of ensuring consistent judicial information resources
- Information management-based approaches to enabling extempore appeal judgements
- Ways of improving paper-based and electronic court information and records management
- Approaches to managing court information projects.

Justice, Fairness and the Rule of Law:

Improving legal systems and achieving better governance

Fees	Dates	Location
£2,180	20 to 24 April	London

About the workshop

The rule of law is internationally recognised as a prerequisite of good governance. It embodies respect for the principle of equal access to justice for all citizens, rich and poor, and it renders the legality of public actions by all public servants – including those of top officials and politicians – liable to scrutiny and review by independent courts. These principles are embedded in the Charter of the United Nations and in the Universal Declaration of Human Rights and are recognised in the constitutions of nation states around the world.

Observance of the rule of law has major economic implications: confidence in the fairness and the accessibility of a country's legal system and in the independence of its judiciary affects the willingness of other countries to do business with that country.

This workshop will explore practical strategies for reinforcing respect for the rule of law, with particular reference to the delivery of justice and access to the justice system.

What the workshop will cover

During the workshop you will be able to examine how the key UK mechanisms and agencies, such as courts and tribunals, the Ministry of Justice and its executive agencies, the legal aid system and the legal professions relate to one another and deliver their services so that you can consider, in the light of shared experience, options for reform in your own country, action plans and strategies for change.

How participants will benefit

The workshop will:

- Examine the meaning and significance of the rule of law
- Familiarise you with recent and current initiatives to modernise the management and delivery of justice
- Enable you to understand the financial and other obstacles to access to the justice system
- Identify aspects of UK experience and the experience of other participants which can be applied in your own country
- Help you to identify practical ways of initiating relevant and sustainable change to enhance respect for the rule of law and access to justice on return to your own country.



The Judge Over Your Shoulder:

Understanding legal issues in decision making

Fees	Dates	Location
£2,290	29 June to 3 July	London

About the workshop

Law lies at the heart of public administration and policy making. Public services and administrative procedures are founded on legal rules and most policy decisions take effect through legislation. The principle that public decision-makers and office holders at even the most senior levels can be held to account in the courts for illegal, unjust or unconstitutional behaviour is the essence of the rule of law. Yet non-lawyer officials tend sometimes to treat legal issues as a nuisance that gets in the way of their work or to regard such issues as the exclusive province of their legally qualified colleagues. Neglecting or failing to understand the legal implications of decisions can have serious consequences when a ministry or a local authority ends up by losing a high-profile case in the courts.

What the workshop will cover

This workshop will examine the impact of law and judicial decisions upon policy making and public administration and will explore ways in which the understanding and handling of legal issues in public bodies might be improved. During the workshop you will be able to explore current and continuing developments in administrative and constitutional law in the UK and in your own jurisdictions; the working relationships between lawyers and non-lawyers in public bodies; and the respective roles of adjudicative bodies such as administrative courts, tribunals and ombudsmen.

How participants will benefit

- The workshop will give you the opportunity to:
- Examine the ways in which law has an impact upon decision making
 - Highlight the importance of the rule of law as the basis for the legal accountability of public office holders
 - Explore the respective roles of lawyers and non-lawyers in public administration
 - Familiarise you with recent and continuing developments in administrative and constitutional law in the UK which have relevance to your own jurisdiction
 - Consider the respective roles of administrative courts and other adjudicative bodies and the relationships between them
 - Visit practitioners in key organisations such as the Supreme Court, the Administrative Court, the Treasury Solicitor's Department and a specialised tribunal
 - Help you to identify practical ways in which the identification and handling of legal issues in your own organisation might be improved.

Successful Procurement in the 21st Century

Fees	Dates	Location
£3,930	9 to 20 March	London
£3,930	26 October to 6 November	London

About the workshop

Procurement and the use of competition should sit at the heart of an organisation's strategic planning process and the use of competitive tenders to procure goods and services or award significant contracts can help organisations to maintain a competitive edge and drive a better commercial deal. This workshop will help you to identify and comply with the key stages and processes of procurement. It covers the full procurement cycle from the start of the process through effective tendering documentation, evaluation and the legal aspects of award of tender, to the management of providers. It takes the learning forward into the audit and review activities needed to ensure compliance and regulatory conformity. It explains the World Bank's procurement guidance and gives practical assistance in planning procurement and contracting.

What the workshop will cover

- The workshop will help you to:
- Review, understand and manage the practicalities of the whole procurement process
 - Apply procurement strategies effectively
 - Navigate your way through procurement processes, including key documentation, tendering, evaluation and awarding of contracts
 - Ensure quality and contract control and compliance
 - Apply service standards and use service level agreements in the contractual process
 - Develop your practical skills in the audit process, from planning to execution, including reporting on and monitoring of recommendations
 - Conduct post-procurement reviews
 - Apply contract management techniques to ensure quality delivery of services and works
 - Learn about the drivers and impact of the supply chain on organisational targets and contract performance.

How participants will benefit

- The workshop will enable you to:
- Gain knowledge in all the key areas required for anyone working in procurement, whether as a procurement specialist or as a public service manager
 - Gain maximum value for money and commercial advantage for your organisation
 - Ensure robust procurement processes are aligned to changing national and international statutory and regulatory requirements
 - Understand how to develop a robust supplier and contractor regime
 - Ensure that contract management methods are applied consistently across the whole organisation to deliver contract standards.



A Practical Approach to Tendering, Selecting Suppliers and Managing Contracts

Fees	Dates	Location
£2,185	9 to 13 March	London
£2,185	26 to 30 October	London

About the workshop

The workshop takes participants through the stages of the whole procurement cycle leading to and including the contractor management process. Many contracts fail because of the lack of planning or understanding of the management process and this workshop will address those areas.

What the workshop will cover

Good procurement practice requires an appreciation of the key stages of procurement. This practical workshop covers the whole sourcing process and will help you to understand the main steps, including:

- An examination of all stages in the procurement cycle
- Understanding the regulations
- Planning procurement and contracts
- Key considerations in defining client requirements
- The key documentation, including producing a clear specification
- How to define performance standards, measures and methodology and design these into the contract
- Managing a fair and consistent evaluation, selection and award process
- Facilitating quality, compliance and good practice in contractor management
- Contract management techniques and ensuring that contractor performance is maintained.

How participants will benefit

The workshop will benefit all procurement practitioners, including those who are new to this discipline and staff who sometimes have to draw up specifications for services, goods and works or staff who need to manage contracts. Participants will:

- Develop procurement planning and management skills
- Understand the ‘end-to-end’ procurement and contracting process
- Ensure a comprehensive audit trail for contract procedure and contractor selection
- Establish contract and contractor review and management processes to ensure delivery of quality outcomes.

Strategic Procurement and Procurement Audit

Fees	Dates	Location
£2,185	16 to 20 March	London
£2,425	25 to 29 May	Washington DC
£2,185	2 to 6 November	London

About the workshop

The workshop will look at changes in, and modern approaches to, procurement and contracting and helps to develop skills for effective understanding and management of the process. It also provides an insight into how procurement audit can support and enhance the overall service in terms of internal controls. The workshop will explore how strategic procurement planning and the audit process can help in delivering outcomes that match both client expectations and supplier performance. The programme covers:

What the workshop will cover

The workshop looks at changes in, and modern approaches to, procurement and contracting and helps to develop skills for effective understanding and management of the process. It also provides an insight into how procurement audit can support and enhance the overall service in terms of internal controls. The workshop will explore how strategic procurement planning and the audit process can help in delivering outcomes that match both client expectations and supplier performance. The programme covers:

- Understanding the strategic role that procurement plays within an organisation
- Corporate management of contracting
- Supplier management, including effective use and control of suppliers
- The use of technology for e-procurement and e-tendering
- The role of audit within procurement
- Ensuring effective controls in supply and managing goods and services
- Using service and contractor standards and service level agreements
- Governance considerations
- The use of negotiation
- Control and management of malpractice in the procurement and contracting process.

How participants will benefit

The workshop will give people with a procurement background a wider understanding of current procurement practices and will help auditors to understand procurement and contracting. The workshop will be of particular benefit to those who wish to understand the connection between procurement and contracting practice and the need for clear and responsive audit practice. You will:

- Explore the approaches that can be introduced to enhance contractual effectiveness
- Understand the supply chain and the impact of change on the component parts including ultimate deliverables
- See how contracting and associated controls can support the overall strategic management process within an organisation.

Public Financial Management:

Aiming for excellence

Fees	Dates	Location
£3,975	11 to 22 May	London
£3,975	23 November to 4 December	London

About the workshop

Throughout the world the public sector is under pressure to deliver better services, often with reduced resources. This creates a need for improved management of scarce resources, including people, assets, money and information. This workshop reviews the resource allocation mechanisms and budgetary and financial controls in public sector organisations to ensure that resources are optimally planned, monitored and controlled. It examines the latest developments and the use of technology to improve control and achieve efficiencies.

What the workshop will cover

- Good practice in public financial management
- How to make use of Medium Term Expenditure Frameworks (MTEF)
- Implementing effective budget management
- Capital budgeting and the links to sound asset management
- Reporting requirements
- An introduction to International Accounting Standards (IPSAS and IFRS)
- Financial risk management
- Preparing for external scrutiny and audit
- Understanding treasury management and the critical importance of cash.

How participants will benefit

It will enable you to:

- Implement stable planning and budgeting frameworks to assist financial management, effectiveness and propriety
- Understand the role of the manager and the accountant in financial management
- Support Management Boards and the political/managerial processes more effectively
- Appreciate the corporate governance implications of better management of resources
- Assist in implementing improved medium-term financial planning and budgeting
- Link the role of budgeting to risk management, performance management and resource allocation
- Understand the principles, challenges and benefits of International Accounting Standards
- Understand the requirements of donor organisations.

Strategic Public Financial Management

Fees	Dates	Location
£2,195	11 to 15 May	London
£2,195	23 to 27 November	London

About the workshop

Public financial management at a strategic level is part of overall corporate governance; directed towards supporting organisations in achieving their objectives in often challenging environments. This creates a need for excellence in managing resources, including people, assets, money and information. This workshop will focus on developing financial strategies that are interlinked and a fundamental part of the organisation's strategic planning, including:

- The big picture, managing financial resources
- Financial management's contribution to effective overall corporate governance and the achievement of strategic objectives
- The linkages between finance, human resources, information and asset management strategies
- The role of the finance function.

What the workshop will cover

- Good practice in public financial management
- Budgeting and budgetary control
- Medium term financial planning and programme and performance budgeting
- Integration with corporate strategies
- Financial risk management
- Scrutiny and expenditure review
- Standards in public life.

How participants will benefit

It will enable you to:

- Implement stable planning and budgeting frameworks to assist financial management, effectiveness and propriety
- Understand and fulfil the role of the manager and the accountant in financial management
- Support Management Boards and the political/managerial process more effectively
- Appreciate the corporate governance implications of better management of resources
- Implement improved medium-term financial planning and budgeting
- Link the role of budgeting to risk management, performance management and resource allocation.

Developing Best Practice Financial Management

Fees	Dates	Location
£2,195	18 to 22 May	London
£2,195	30 November to 4 December	London

About the workshop

This workshop focuses on helping you to achieve excellence in financial management to enable your organisation to achieve its objectives. We will examine how resources can be optimally planned, monitored and controlled. We will examine the latest developments in financial management practice and the use of technology to improve control and achieve efficiencies. The workshop looks at various roles and responsibilities in managing budgets and how these roles and responsibilities should be fulfilled and supported. The workshop focuses on:

- Optimising the collection of income
- Application of modern technology in financial management
- International developments in accounting practice.

What the workshop will cover

- Modern financial management and processes for implementing budgetary control
- Treasury management
- Improving efficiency and value for money
- Internal and external audit
- Income strategy and collection
- Delivering capital programmes including public-private partnerships
- An overview of International Accounting Standards
- Managing risk and preventing and corruption.

How participants will benefit

It will enable you to:

- Improve the financial management systems and practices in your organisation
- Understand different approaches to capital programme development and the improvement of infrastructure
- Develop an understanding of the opportunities and challenges provided by International Accounting Standards
- Set out how internal and external audit should help organisations to achieve their objectives and improve accountability
- Apply methodologies to assist and improve the value for money of public services.

Public Financial Management

Fees	Dates	Location
£2,425	10 to 14 February	Dubai

About the workshop

Throughout the world the public sector is under pressure to deliver better services, often with reduced resources. This creates a need for improved management of scarce resources, including people, assets, money and information. This workshop will review the resource allocation mechanisms and budgetary and financial controls in public sector organisations to ensure that resources are optimally planned, monitored and controlled. We will examine the latest developments in financial management practice and the use of technology to improve control and achieve efficiencies. We will focus on:

- The big picture, managing financial resources
- Budget formation and control
- Using financial management as part of the achievement of the organisation's overall strategy
- The linkages between finance, human resources, information and asset management strategies
- Successfully applying technology.

What the workshop will cover

- The elements of good practice public financial management
- Medium-Term Expenditure Frameworks (MTEF)
- Implementing effective budget management
- Reporting requirements
- A brief introduction to the requirements of International Accounting Standards for the public sector (IPSAS) and the private sector (IFRS)
- Treasury management including debt, investments and managing cash.

How participants will benefit

It will enable you to:

- Implement stable planning and budgeting frameworks
- Understand and fulfil the role of the manager and the accountant in financial management
- Support Management Boards and political/managerial processes more effectively
- Appreciate the corporate governance implications of improved resource management
- Link the role of budgeting to risk management, performance management and resource allocation
- Understand the principles, challenges and benefits of International Accounting Standards.



Case study

Public Financial Management for the Government of Balochistan, Pakistan

A tailor-made workshop held in London on Public Financial Management: Planning and control for officials from the Government of Balochistan, Pakistan. The workshop was commissioned by Oxford Policy Management, UK, as part of an EC-funded project on financial management reform in Pakistan.

"I am involved in the policy making process. Being Secretary of Labour, I have to support my Minister to develop good policy for the workforce. Now after attending this workshop I feel better equipped and knowledgeable to advise my Minister."

Syed Alamgir Shah
Secretary
Labour Department
Government of Khyber Pakhtunkhwa
Pakistan

International Accounting Standards:

IPSAS, IFRS and implementation

Fees	Dates	Location
£3,970	6 to 17 July	London

About the workshop

Every year, new Standards are applied to the public (International Public Sector Accounting Standards or IPSAS) and private sectors (International Financial Reporting Standards or IFRS). Both are concerned with the application of a common accrual-based approach to financial reporting to improve governance, transparency and accountability. The Standards set out how and when transactions should be recognised, measured, reported and derecognised, irrespective of when the cash transactions occur. The aim is to provide more accurate information on financial performance and the financial position. This entails consistently applying accounting principles in revenue recognition, asset accounting, employee benefits, financial instruments, inventories, consolidation and foreign transactions.

The major challenge is to achieve the improvements in corporate governance, performance and accountability that are the real prize and without which there is little value to the Standards. This workshop is aimed at assisting you with all three elements and equipping you to play a leading role in improving accounting in your organisation.

What the workshop will cover

This two-week workshop examines:

- The accounting treatments mandated by the Standards
- Practical approaches to the application of the Standards
- Implications for the management of assets, including cash, and how best to treat pensions and employee remuneration
- Practical advice to help you plan and implement the introduction of Accounting Standards in your organisation
- Implications for capital financing options, including the treatment of concessionary loans, hedging and guarantees
- Case studies to highlight the potential consequences of application.

How participants will benefit

The workshop will enable you to:

- Understand the implications of the Standards in terms of financial information, decision-making and resource allocation
- Undertake financial and resource management roles more effectively
- Understand the contribution of good corporate governance
- Improve budgetary control, monitoring and reporting
- Secure external investment and external grant aid and support.



International Accounting Standards:

Understanding the requirements

Fees	Dates	Location
£2,190	6 to 10 July	London

About the workshop

This workshop sets out the major accounting requirements relating to IPSAS and IFRS. It is intended to provide participants with a solid understanding of what will be required to comply with the Standards. The Standards set out how and when transactions should be recognised, measured, reported and derecognised, irrespective of when the cash transactions occur. For accountants and managers there is a need to understand fully the requirements and the basis upon which financial information, internal and external, needs to be prepared. This workshop is intended to provide that understanding.

What the workshop will cover

This workshop covers:

- The core principles upon which the Standards are based
- The required financial statements
- The required treatments for the major areas of accounting, including with respect to assets, income and employee benefits
- Accounting for assets, financial instruments and foreign currency transactions
- Accounting for financial instruments including debt and investments
- Accounting for foreign currency denominated transactions.

How participants will benefit

The workshop will enable you to:

- Understand the major requirements of the Standards
- Be able to develop the application of the Standards in your organisation
- Develop a further understanding of the impact of the Standards on your organisation's reported financial performance and position
- Play a leading role in the application of the Standards.

International Accounting Standards:

Towards excellence in practice

Fees	Dates	Location
£2,190	13 to 17 July	London

About the workshop

This workshop focuses on helping organisations to achieve the full benefits of IPSAS and/or IFRS. We look at how best to manage the implementation of the Standards and how public and private sector organisations can effectively use financial accounting to improve resource management, corporate governance and accountability. We will examine improvements in both internal and external reporting. It will include an examination of the ways in which technology can be used to streamline accounting and reporting and how that fits into the overall information strategies of organisations.

What the workshop will cover

The workshop covers:

- Effective reporting under IPSAS and IFRS
- Decision making using accrual-based information
- The development of necessary skills across the organisation
- The application of systems to improve financial reporting and the management of resources
- Financial information and management as part of overall corporate governance.

How participants will benefit

The workshop will enable you to:

- Understand the implications of the Standards in terms of financial information, decision-making and resource allocation
- Undertake financial and resource management roles more effectively
- Generate the benefits that application of the standards can bring in improving corporate governance
- Lead on the use of technology to improve financial and overall resource management
- Understand the role of the external auditors and how to work with them to improve the reliability and value of financial reporting
- Develop the necessary financial management skill sets across your organisation.

Successful Project Delivery

Fees	Dates	Location
£3,935	8 to 19 June	London
£3,935	7 to 18 December	London

About the workshop

Successful projects rely on two major disciplines: effective planning and control and systematic risk management. This workshop is designed to equip you with the knowledge and skills to undertake these vital management tasks.

Each week of the workshop has a distinctive theme. Week one focuses on practical project planning and control and week two on risk management techniques. Although this is a two-week programme, you are welcome to join either just week one or just week two.

What the workshop will cover

Week one of the workshop will boost your skills by equipping you with effective strategies, practical tools and techniques to identify, develop, plan, control and implement programmes and projects which are aligned to the objectives of your organisation. You will also benefit from extensive practical hands-on experience.

Week two of the workshop covers risk management, an essential part of the overall management toolkit. Integrated risk management, planning for counter-measures, and contingency plans are vital to the control and success of major projects and this week will provide a sound grounding to assist in successful project delivery.

How participants will benefit

During the two weeks, you will:

- Increase your capabilities to define, appraise, plan, implement and control programmes and projects to deliver strategic benefits for your organisation
- Effectively plan, control and evaluate a range of programmes and projects
- Identify and avoid the common causes of project failure by applying best practice in project and programme management.

Practical Project Planning and Control

Fees	Dates	Location
£2,425	30 March to 3 April	Dubai
£2,175	8 to 12 June	London
£2,175	7 to 11 December	London

About the workshop

Project management is the discipline of moving from ideas to results. Projects are a key mechanism by which organisations change and adapt to take advantage of new opportunities or counter threats. Organisations therefore need skilled project and programme management practitioners for the successful delivery of their strategic initiatives. Successful organisations manage change by integrating proven project and programme methodologies, tools and techniques with their ongoing business operations. This workshop will equip you with effective strategies, practical tools and techniques to identify, develop, plan, control and implement programmes and projects which are aligned to the objectives of your organisation. You will also benefit from extensive practical hands-on experience through group work on a series of realistic case study exercises. The tools and techniques studied are designed to be adaptable to meet your organisation's specific needs and circumstances.

What the workshop will cover

During the workshop you will explore:

- How to scope and set objectives for projects and programmes to ensure a clearly defined link to strategic and organisational goals
- The concepts of project appraisal, finance and costing and other factors that need to be evaluated when deciding whether a project should receive priority
- How to apply effective methods of project planning, scheduling and control
- Different approaches to project management, including Agile projects
- Effective project governance
- How to identify and track project and programme benefits using visual mapping techniques
- Effective team management in a project environment.

How participants will benefit

The workshop will enable you to:

- Increase your capabilities to define, appraise, plan, implement and control programmes and projects to deliver strategic benefits for your organisation
- Effectively plan, control and evaluate a range of programmes and projects
- Identify and avoid the common causes of project failure by applying best practice in project and programme management
- Develop an excellent basis of knowledge and skills to advance to professional project and programme qualifications such as PRINCE2® or PMI.

Risk Management Techniques in Action

Fees	Dates	Location
£2,175	15 to 19 June	London
£2,175	14 to 18 December	London

About the workshop

Projects and programmes are management approaches for delivering organisational change. They are inherently risky undertakings as they involve complexity and uncertainty. Risk management is a systematic application of principles, approaches and processes to identify and assess risks to reduce threats to success and maximise opportunities. This workshop will provide a sound grounding to assist you with successful project delivery.

Case studies and practical exercises are an integral part of this workshop. The core of the workshop is based on the UK Government's approach *Management of Risk*, giving you a firm foundation on which to implement risk management within your organisation.

What the workshop will cover

During the workshop you will learn:

- The end-to-end process of project and programme risk management within a practical risk management framework
- Risk management best practice based on well-established and proven procedures and practical hints and tips
- How to prioritise risks
- Visual mapping techniques
- Approaches to disaster recovery and business continuity
- How to identify effective counter-measures and contingencies
- How to control risk and confidently present risk management information
- Aspects of social and reputational risk
- How to embed and review management of risk in your organisation.

How participants will benefit

The workshop will enable you to:

- Establish the basis for cascading risk management through your organisation and embed a risk management culture
- Improve the effectiveness of risk management processes to help assess programmes and minimise risk
- Contribute to the achievement of desired development goals and ensure 'early warning' and other strategies for preventing failures.

Monitoring and Evaluation:

Learning the lessons

Fees	Dates	Location
£2,425	30 March to 3 April	Dubai
£2,170	17 to 21 August	London
£2,170	14 to 18 December	London

About the workshop

Monitoring and evaluation (M&E) skills have been in demand for a long time, but in recent years there is an increasing emphasis on learning the lessons from M&E reviews to improve planning of future programmes and projects. In the world of international development, policy makers, politicians, programme designers and project managers need to be able to produce evidence-based results so as to demonstrate to the public that money is being well spent and that real benefits are being achieved.

This one-week intensive workshop will give you a thorough understanding of the skills needed and the tools available for developing sustainable and cost-effective monitoring, evaluation and learning (MEL) processes and practices, from the policy development stage through to final outcomes.

What the workshop will cover

- How to use logical frameworks, Theories of Change and other key MEL techniques
- Building in learning opportunities from the start
- Results-based MEL
- Using impact assessments
- Results-based management for development
- Identification of Key Performance Indicators and how to use them
- Modern data collection techniques, data analysis and management
- Large and smaller scale practical approaches to MEL
- Planning and tracking the benefits of projects
- Value for Money
- How to use lessons learned for future programmes.

How participants will benefit

The workshop will enable you to:

- View the MEL process from end to end
- Establish the basics for setting up an MEL facility
- Obtain "ready-to-use" templates
- Through a series of practical exercises, get practice in the use of processes and procedures
- Improve the effectiveness of the MEL process to help assess programme impacts and give assurance to existing and potential stakeholders
- Use risk management to ensure 'early warning' and other strategies for preventing failures.



Booking information and terms and conditions

How to apply

Please complete our online booking form on our website: www.public-admin.co.uk. Please contact us if you would like us to send you a booking form.

Fees

Fees are payable 21 days before the first day of the workshop. Fees include all tuition costs, travel to and from the airport in London (for workshops based overseas, you will be responsible for your own airport transfers), a sim-enabled Android tablet loaded with all the workshop documentation, for you to use during the workshop and take home with you for future reference and follow up, refreshments and a light lunch during each working day.

Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 28 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/Embassy confirming refusal of a visa and providing you have not entered the UK.

Value Added Tax

UK Value Added Tax (VAT) regulations, effective from 1 October 1993, state that training services are zero-rated for Government officials and public servants. When you apply for one of our workshops you must provide a written statement confirming that you are employed by the Government "in furtherance of its sovereign activities" and this must be endorsed with an official stamp in order to be exempt from VAT. Otherwise you are liable to pay the standard rate of VAT, which is currently 20%. Our VAT registration number is.

VAT Reg No: 668 071 711

Refunds

Please note that refunds can only be made to the bank account from which the original payment was made.

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.

How to pay

You can pay in one of the following ways in pounds sterling (GBP):

1. By BACS (money transfer) direct to our bank account. Bank details will be sent to you with your acceptance letter.
2. By banker's draft or a cheque in pounds sterling, addressed to Public Administration International Limited and posted to:
Public Administration International
56 Russell Square
London, WC1B 4HP
United Kingdom
3. Payment may also be made by debit/credit card. Please note that a surcharge for this payment method will apply.

Please note:

1. **All bank fees and currency exchange charges should be paid by you and not deducted from the amount shown on your invoice.**
2. **Please quote your surname and/or invoice number and tell us which workshop you are attending.**

Alterations and cancellations by PAI

We review and update our workshops regularly. We reserve the right to make alterations to the programme or cancel a workshop. If we have to cancel a workshop, we will offer you a place on another workshop if possible or we will give you a full refund or credit. All information is correct at the time of printing.

Useful information

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. If we have booked hotel accommodation for you and you do not check in to the hotel or cancel the booking, any hotel cancellation charges will be passed on to you.

Language

Workshops are conducted in English. You will need to have a good working knowledge of the language.

Visas

Arrangements for visas (if required) are your responsibility. Please contact the British Embassy/High Commission in your country/region to find out whether you will need a visa to enter the UK. Obtaining a visa can take up to four weeks and we strongly advise you to start the process as soon as possible. We can provide you with a letter confirming you have been accepted on the workshop.

Please note that you may need other visas if you are going to visit other countries in the European Union before or after your workshop in London.

Insurance

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

Workshop documents

We will provide you with a sim-enabled Android tablet loaded with all the workshop documentation, for you to use during the workshop and take home with you for future reference and follow up. All workshop materials are copyrighted and may not be reproduced without prior permission in writing from PAI.

Accreditation



BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

PAI is accredited as a short course provider by the British Accreditation Council for Independent Further and Higher Education.

Our workshops are practical, interactive and include visits to key Government Departments and related agencies in the UK.

"This is definitely one of the most organised and educative workshops I have attended."

Hon Cheboi Moses Kipkemboi
Deputy Speaker
National Assembly
Kenya

"This is a remarkable training programme. Everything was good. I have gathered much experience about how to develop our criminal justice system."

Md. Nazimuddaula
Chief Judicial Magistrate
Office of the President
Bangladesh

Tailor-made workshops

Our services

As well as our scheduled open workshops in London, we can provide tailor-made workshops in the UK or in your country. This option enables organisations to train a large group of staff, providing a significant value for money alternative approach. We work closely with you to provide workshops and training adapted to meet your particular needs.

We have many years' experience of designing, delivering and evaluating tailor-made programmes, from one day to two or three weeks. We have run over 200 workshops, seminars and training programmes for more than 40 different countries.

Our resources

Our Directors, staff, facilitators and trainers have extensive experience of programmes in public sector training and development internationally, including in Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe, Latin America, the Middle East and the Pacific.

Our main areas of expertise

In addition to our main areas of expertise (listed on page 2), we can design and deliver training in a wide range of topics, from broad public sector management programmes to specialised areas such as legislative drafting, regulatory impact assessment, e-government, tax reform, gender awareness and culture and heritage.

To find out more, discuss options or ask for a quotation, please contact us on +44 (0)20 7580 3590; or email us at: pai@public-admin.co.uk

Tailor-made workshops: recent examples

The following are selected examples showing the diversity we are able to offer:

Jamaica Improving Customer Service



We designed and ran two four-day tailor-made workshop in Jamaica on Putting People First: Citizens as Customers for the Tax Authority of Jamaica. Workshops included briefings, group work and case studies on strategies and good practices in improving customer service for senior and middle-level managers. Funded by Tax Authority Jamaica.

Nigeria Corporate Governance



We designed and ran a high-level retreat for the Chairman, Director-General and senior Board Members from the Nigerian Maritime Administration and Safety Agency (NIMASA). NIMASA's senior team explored all the critical elements of good corporate governance, how effective boards work best, decision-making structures, organisational culture, risk and scrutiny of operations, financial oversight and how to avoid corporate failure.

The feedback was excellent and NIMASA representatives were very appreciative of the high quality of the presenters and the value of the discussions, which they said will enable them to take NIMASA to the next stage in its development. We were also honoured to be invited to the Nigerian High Commission, hosted by His Excellency, Ambassador George Adesola Oguntade, CFR, CON.

North Macedonia Strategic Accountability and Performance Management



We designed and ran a workshop for high-level officials from the Ministry of Labour and Social Policy, the Ministry of Information Society and Administration, the Ministry of Education and the Secretariat for European Affairs. Participants included a Minister, a Deputy Minister and a State Secretary. The workshop was run in collaboration with the Center for Change Management, North Macedonia, as part of an ongoing public administration improvement project funded by the UK Government. Topics included:

- A strategic approach to performance management
- The journey from performance to capability
- Strategies for planning improvements in delivery of public services
- Financial accountability
- Monitoring and reporting on public expenditure
- Top management accountability
- Visits to the Department of Work and Pensions, the Office of the Civil Service Commissioner and the All Party Parliamentary Group on North Macedonia.

Philippines Performance Management



A tailor-made workshop on Training of Trainers on Performance Management for public sector organisations was run in Manila for participants from Asian Productivity Organisation (APO) member countries. Funded by the APO.

Consultancy services

Our services

We offer a comprehensive range of consultancy services, particularly for governments and related organisations implementing programmes of reform, democratisation and poverty reduction. We advise central, regional and local government, as well as parliaments, civil society organisations, the media and public-private partnerships.

Our consultants and associates are highly professional practitioners and academics who have expertise in a wide range of areas and international experience in designing and implementing consultancy projects and programmes.

We are familiar with all stages of the consultancy process – preparation, design, implementation, monitoring and evaluation – and with techniques for bringing best practice to our clients. We are very flexible and can manage large scale and long-term projects as well as short-term assignments. Our consultants have a wealth of experience of working with international agencies and development partners. A few of our recent consultancy projects are as follows.

Consultancy case studies: recent examples

Leadership and Management Development Programme



Frontex, which has its headquarters in Warsaw, has invited us to design and manage a Leadership and Management Development Programme for its Directors and Heads of Units. The aim of the programme is to develop a corporate approach to leadership and management, particularly in view of the rapid expansion of staff at Frontex. Our leadership specialists are working with Frontex to design and run leadership and change management workshops, provide team coaching based on an approved team development plan and conduct one-to-one coaching and development, including 360 degree assessment, to meet individual needs and the expectations of the managers participating in the programme.

Albania Civil Service Reform

EU funded technical assistance to the Government of Albania in implementation of civil service reform across public administration.

The specific objectives include strengthening the management and oversight capacity of the Department of Public Administration (DoPA) in the implementation of the civil service and salaries reform; increasing



capacities in using different tools for the implementation of business processes and strengthening the capacities of the Albanian School of Public Administration (ASPA) in managing and delivering quality training.

British Virgin Islands Public Service Reform



Project, funded by the UK's Conflict, Stability and Security Fund, supporting the Government of the British Virgin Islands with its programme of transformative change and improvement. Our team of consultants are working closely with a new Transformation Team set up in the Office of the Deputy Governor in the aftermath of the devastation caused by the hurricane and floods in 2017. Our work with the public service is closely aligned with the BVI's Recovery and Development Plan.

Guyana Strengthening Human Resource Management



Strengthening the Human Resource Management tools and mechanisms of the Guyana Police Force by developing and implementing a Human Resource Management Plan with recommendations for strengthening leadership and management; developing and implementing a Performance Assessment Framework and conducting a staff training programme so as to support the implementation of both. The project was funded by the Inter-American Development Bank.

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.

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.

In addition to our annual professional development workshops, we also have sound experience of running workshops on request. We can arrange tailor-made training either in-country or in the UK to meet the specific needs of groups at all levels within your organisation. Please contact us if you would like further information.

Where we are



Public Administration International

56 Russell Square London WC1B 4HP

pai@public-admin.co.uk www.public-admin.co.uk

T +44 (0)20 7580 3590 F +44 (0)20 7580 4746