

Corporate Governance and Board Effectiveness



One-week professional development workshop
22 to 26 February 2021 in Dubai



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ACCREDITED SHORT COURSE PROVIDER

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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 (vision, mission and values) and ensures that it meets its objectives. It is concerned with the pursuit of high performance. In both public and private sectors, it has been demonstrated that organisations and countries applying 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 this workshop. Bringing together human resource, 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 achieve an effective Board.

This workshop is geared at those in senior or Board positions seeking to gain a rounded appreciation of how to improve governance. The week is practically focused and highly interactive.

Many countries are developing more sophisticated capital markets and a range of industrial and commercial enterprises. Regulators insist on effective corporate governance in regulated companies. Governments are developing regulatory frameworks to try to ensure that multi-national companies, state-owned enterprises and parastatal organisations act in responsible ways. New models of operating services, particularly more commercially oriented ones, free of the direct control of Ministries are being established but requiring more effective corporate governance.

Sound resource and performance management and high standards of probity are vital to good corporate governance. This workshop will examine best practice in terms of forming and monitoring a strategic approach to the application of human, financial, information and asset resources.

Boards give powerful examples of the way organisations respond to outside influences and internal challenges. The structures, processes and behaviours underpinning this are critical. Consequently, the performance of Boards is a critical part of effective corporate governance. This workshop examines and explores the ways in which Boards should be constructed, including the sub-committees of the Board. We will look at the skill sets that Board members need to have and will examine the roles and responsibilities of Directors, including that of non-executive Board members.

Who is it for?

The workshop is aimed at people operating at or around Board level. It is highly interactive and will feature appropriate visits and case studies looking at good and bad examples of corporate governance. Participants will be encouraged to work together on an action plan to take back to their working environment.

How participants will benefit

During the week you will explore:

- The critical elements of corporate governance
- The decision-making structures supporting corporate governance
- The processes and support mechanisms underpinning corporate governance
- The necessary behaviours and organisational culture
- The role of the Board and Board effectiveness
- Non-executive Board members – advice and challenge
- Risk and performance
- Examples of corporate governance failures where the Board should have acted...and what *should* have happened.

What the workshop will cover

The workshop will include seminar sessions, discussions, case studies, practical work and visits. It has been designed to be flexible so that it can be adjusted wherever practicable to your requirements and those of your organisation.

You will be able to:

- Appreciate the contribution of good corporate governance
- Understand the role and function of a Board
- Contribute to Board effectiveness through teamwork
- Recognise the importance of vision and mission and values
- Appreciate the need for leadership
- Improve reporting and decision-making structures
- Understand processes and support mechanisms underpinning corporate governance
- Understand the role of non-executive Directors
- Understand how effective resource planning contributes to better governance
- Recognise the importance of improved risk and performance management
- Contribute to improved overall accountability and openness.

Programme outline

	AM	PM
Day 1	Welcome and introductions An overview of corporate governance: definition and scope Principles and features of effective corporate governance and Boards	Participants' informal presentations Setting the vision, mission statement and values Stakeholder engagement
Day 2	The supporting strategies: <ul style="list-style-type: none">• Human resources• Finance• Assets• Information	Performance management
Day 3	Reporting and decision making	Organisational development: designing and securing transformational change
Day 4	Risk management and the control environment Internal and external audit	Developing an effective Board <ul style="list-style-type: none">• Roles and responsibilities• Non-executive Directors• Skills and qualities• Developing capability
Day 5	Action planning: participants' reports Developing the organisational change requirements	Participants development needs analysis Evaluation of the workshop Presentation of certificates of attendance

We reserve the right to change the programme if necessary.

Workshop Director

The Workshop Directors will be Ken MacNeill or Jim Brooks.

Ken is a leading expert in public financial management and is a Chartered Institute of Public Finance and Accountancy (CIPFA) accountant with a long track record of successful consultancy assistance to the public sector. He has worked with both local and central government and the health service and has also advised a number of private sector partners of the public sector. His work has included: undertaking efficiency reviews and feasibility studies on shared services; the design and implementation of financial and administrative systems; the procurement of a wide range of blue and white collar services, including strategic partnerships; identifying process improvements resulting in £10 million of cash flow related savings for a public sector organisation. Ken has also worked with central government Ministries in the UK, including the Department for International Development, HM Customs and Excise, the Scottish Legal Aid Board, the Rate Collection Agency (Northern Ireland), the Health and Safety Executive and the Department for Work and Pensions.

Jim is a management and financial consultant. He was previously a Chief Executive Officer for two UK local authorities and before that was the City Treasurer in Manchester. He has worked extensively as a consultant in the public sector. As well as acting as Chief Operating Officer for a Treasury Management company, Jim has developed a range of new products aimed at providing additional strategic, financial and managerial support to public sector organisations. He acts as a mentor and coach to a number of Chief Executives and Chief Officers. Jim has also been a project examiner for the CIPFA accounting examinations and served as Chairman of the External Assessors at Liverpool Polytechnic (now John Moores University) for over 10 years. He was Chairman of the Financial Information Service for CIPFA and served on CIPFA's Executive Committee. He is a specialist in governance and decision-making, management structures, strategic planning and corporate management and continues to undertake strategic level financial assignments in the public sector. He was an independent Board Member for the Department of Agriculture, Environment and Rural Affairs. He is Chairman of the Audit and Risk Committee for the National Assembly of Northern Ireland and sits on the Northern Ireland Assembly Commission.

How to apply

Please complete the PAI application form online via our website: <https://public-admin.co.uk/booking-form/>

You can also complete our hard copy application form. Please contact us at pai@public-admin.co.uk to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address.

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

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

Language

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

Location and arrival arrangements

The workshop is based in Dubai. We will confirm the exact location after you have booked a place on the workshop.

Fees

The fee for the workshop will be £2,425. It includes tuition, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We also provide a light lunch and refreshments during each working day as part of the fee.

Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation.

Value Added Tax

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

Ways to pay

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

Discounts

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

Cancellations

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 Dubai, 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 United Arab Emirates Embassy confirming refusal of a visa and providing you gave not entered the UAE.

Substitutions and transfers

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

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

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

Insurance

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

Who we are

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

We pride ourselves on our:

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

Where we are



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