



# Professional Development Workshops 2022

**Public Administration International**

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for Independent Further and Higher Education

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I am delighted to introduce PAI's range of professional development workshops for 2022.

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.

2020 was an extraordinary year for people all around the world, with all of us being affected one way or another by the global pandemic. As a result, from April 2020 we were not able to run our usual range of face-to-face workshops but were delighted to be able to keep in touch with many of our friends and clients via email, WhatsApp messages and our series of free webinars. We have also developed a number of virtual workshops and you will see those included in our schedule of programmes for 2022.

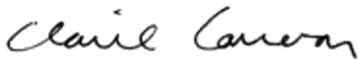
We are planning a comprehensive programme of face-to-face workshops and hope very much that we will be able to go ahead with these, providing travel and health-related restrictions permit. At our central London premises in Russell Square, we have put in place COVID-19 social distancing and sanitising measures in order to ensure the safety and wellbeing of workshop participants, speakers, visitors and staff and these arrangements are working well.

2020 also marked PAI's 25th birthday, so we are even more keen to welcome you to our workshops in 2022 for postponed celebrations! Since our launch in 1995, we have had the pleasure of working with over 165 countries and have become a leading provider of public service 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.

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 2022 and welcoming you and your colleagues to PAI.



**Claire Cameron**  
Director



PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2022	Location	Duration	Start	End	Fees (exc VAT)
<b>FEBRUARY</b>					
Public Financial Management	Dubai	1 week	21 Feb	25 Feb	£2,425
Corporate Governance and Board Effectiveness	Dubai	1 week	21 Feb	25 Feb	£2,425
Better Regulation: Regulating essential services	London	1 week	28 Feb	04 Mar	£2,205
<b>MARCH</b>					
How to Assess an Organisation's Effectiveness	London	2 weeks	07 Mar	18 Mar	£3,955
Week one: Internal audit and risk management: Effective, accountable and inclusive organisations, navigating change in a tumultuous time	London	1 week	07 Mar	11 Mar	£2,295
Week two: Managing the performance of your organisation	London	1 week	14 Mar	18 Mar	£2,300
Leading and Managing for Results in the 'New Normal'	London	2 weeks	14 Mar	25 Mar	£3,940
Week one: High impact leadership: Creating real value in public services	London	1 week	14 Mar	18 Mar	£2,245
Week two: Advanced people engagement skills: Getting the best out of your people	London	1 week	21 Mar	25 Mar	£2,270
Better Policies; Better Lives: Using behavioural insights to evaluate & improve policy making	London	1 week	21 Mar	25 Mar	£2,310
Monitoring and Evaluation: Learning the lessons	Dubai	1 week	21 Mar	25 Mar	£2,425
Practical Project Planning and Control	Dubai	1 week	21 Mar	25 Mar	£2,425
Justice, Fairness and the Rule of Law: Improving legal systems and achieving better governance	London	1 week	28 Mar	01 Apr	£2,180
The Shape of Procurement in a Changing World	London	2 weeks	28 Mar	08 Apr	£3,930
Week one: Understanding the procurement requirements	London	1 week	28 Mar	01 Apr	£2,185
Week two: Contracting strategy and management	London	1 week	04 Apr	08 Apr	£2,185
<b>APRIL</b>					
Training of Trainers: Developing talent and transferring skills	London	4 days	11 Apr	14 Apr	£2,100
Public Financial Management: Aiming for excellence	London	2 weeks	19 Apr	29 Apr	£3,775
Week one: Strategic public financial management	London	1 week	19 Apr	22 Apr	£2,130
Week two: Developing best practice financial management	London	1 week	25 Apr	29 Apr	£2,195
Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	London	1 week	25 Apr	29 Apr	£2,345
<b>MAY</b>					
Corporate Governance and Board Effectiveness	London	4 days	03 May	06 May	£1,125
Making Policy More Effective	London	2 weeks	09 May	20 May	£3,995
Week one: Policy analysis and the use of evidence	London	1 week	09 May	13 May	£2,340
Week two: Impact assessment and evaluation	London	1 week	16 May	20 May	£2,340
The Changing Media Landscape: Key issues for dealing with social media and fake news	London	1 week	23 May	27 May	£2,210
Fraud and Corruption: Prevention and detection	Dubai	1 week	23 May	27 May	£2,425
<b>JUNE</b>					
Providing Public and Private Pensions in a Rapidly Changing World	London	1 week	06 Jun	10 Jun	£2,215
Successful Project Delivery	London	2 weeks	06 Jun	17 Jun	£3,935
Week one: Practical project planning and control	London	1 week	06 Jun	10 Jun	£2,175
Week two: Risk management techniques in action	London	1 week	13 Jun	17 Jun	£2,175
Next Generation Human Resources: Transforming people management in the public sector	London	1 week	13 Jun	17 Jun	£2,200
When Citizens Complain: For Ombudsmen, Commissioners and complaint handling organisations	London	1 week	20 Jun	24 Jun	£2,220
Leaders as Change Agents	London	2 weeks	20 Jun	01 Jul	£3,990
Week one: Planning and implementing your change strategy	London	1 week	20 Jun	24 Jun	£2,225
Week two: Leading agile and responsive change	London	1 week	27 Jun	01 Jul	£2,225
Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	Dubai	1 week	20 Jun	24 Jun	£2,425
Strategic Procurement: Including managing the supply chain and procurement audit	Dubai	1 week	20 Jun	24 Jun	£2,425
Understanding Legal Issues In Decision Making: The judge over your shoulder	London	1 week	27 Jun	01 Jul	£2,290
<b>JULY</b>					
Putting People First: Improving and prioritising customer care	London	1 week	04 Jul	08 Jul	£2,280
International Accounting Standards: IPSAS, IFRS and implementation	London	2 weeks	04 Jul	15 Jul	£3,970
Week one: Understanding the requirements	London	1 week	04 Jul	08 Jul	£2,190
Week two: Towards excellence in practice	London	1 week	11 Jul	15 Jul	£2,190
Judicial Administration	London	2 weeks	04 Jul	15 Jul	£3,950
Week one: Improving people's experience of the delivery of justice	London	1 week	04 Jul	08 Jul	£2,305
Week two: Effective case management: Reducing delays and clearing backlogs	London	1 week	11 Jul	15 Jul	£2,305
Emotional Intelligence: A critical element of organisational success	London	1 week	18 Jul	22 Jul	£2,315
<b>AUGUST</b>					
Inspiring Leaders and Managers: Unlocking high performance from individuals & teams	Dubai	2 weeks	01 Aug	12 Aug	£4,275
Week one: Inspiring Leadership: Engaging and motivating individuals and teams	Dubai	1 week	01 Aug	05 Aug	£2,425
Week two: Results-oriented management: All about people	Dubai	1 week	08 Aug	12 Aug	£2,425
Monitoring and Evaluation: Learning the lessons	London	1 week	15 Aug	19 Aug	£2,170
Negotiation and Mediation Skills	London	1 week	22 Aug	26 Aug	£2,230

PAI PROFESSIONAL DEVELOPMENT WORKSHOPS 2022	Location	Duration	Start	End	Fees (exc VAT)
<b>SEPTEMBER</b>					
From Policy to Legislation	London	1 week	05 Sep	09 Sep	£2,330
Advanced Legislative Drafting: Sharpening your drafting skills	London	2 weeks	12 Sep	23 Sep	£3,985
Transforming Criminal Justice: Partnership working and multi-agency approaches	London	2 weeks	12 Sep	23 Sep	£3,980
Week one: Preventing, investigating and prosecuting crime	London	1 week	12 Sep	16 Sep	£2,250
Week two: Resolving cases, redressing miscarriages of justice and reducing reoffending	London	1 week	19 Sep	23 Sep	£2,250
Corporate Governance and Board Effectiveness	London	1 week	26 Sep	30 Sep	£2,285
Leading and Managing for Results in the 'New Normal'	London	2 weeks	26 Sep	07 Oct	£3,940
Week one: High impact leadership: Creating real value in public services	London	1 week	26 Sep	30 Sep	£2,245
Week two: Advanced people engagement skills: Getting the best out of your people	London	1 week	03 Oct	07 Oct	£2,270
<b>OCTOBER</b>					
Managing the Performance of Your Organisation	Dubai	1 week	03 Oct	07 Oct	£2,425
Successful Law Reform: Practical issues today	London	1 week	03 Oct	07 Oct	£2,335
Putting People First: Practical ways to improve customer service	Dubai	1 week	10 Oct	14 Oct	£2,425
Leaders as Change Agents	London	2 weeks	10 Oct	21 Oct	£3,990
Week one: Planning and implementing your change strategy	London	1 week	10 Oct	14 Oct	£2,225
Week two: Leading agile and responsive change	London	1 week	17 Oct	21 Oct	£2,225
Communicating in Unprecedented Times: Lessons for governments	London	1 week	10 Oct	14 Oct	£2,240
Parliamentary Administration: Structures and procedures in Westminster	London	1 week	17 Oct	21 Oct	£2,325
The Shape of Procurement in a Changing World	London	2 weeks	24 Oct	04 Nov	£3,930
Week one: Understanding the procurement requirement	London	1 week	24 Oct	28 Oct	£2,185
Week two: Contracting strategy and management	London	1 week	31 Oct	04 Nov	£2,185
Combating Fraud and Corruption in a Global Pandemic	London	2 weeks	24 Oct	04 Nov	£3,965
Week one: Prevention and detection	London	1 week	24 Oct	28 Oct	£2,160
Week two: Investigation, sanctions and prosecutions	London	1 week	31 Oct	04 Nov	£2,160
Making Policy More Effective	Dubai	2 weeks	31 Oct	11 Nov	£4,275
Week one: Policy analysis and the use of evidence	Dubai	1 week	31 Oct	04 Nov	£2,425
Week two: Impact assessment and evaluation	Dubai	1 week	07 Nov	11 Nov	£2,425
<b>NOVEMBER</b>					
Gender Matters: Integrating gender into development policy and programming	London	1 week	07 Nov	11 Nov	£2,275
Effective Records and Information Management: Practical approaches for sustainable document, records and knowledge systems	London	2 weeks	07 Nov	18 Nov	£3,960
Week one: Tools and techniques to transform your organisation's information assets	London	1 week	07 Nov	11 Nov	£2,155
Week two: Protecting your organisation from cybercrime and enhancing your information security	London	1 week	14 Nov	18 Nov	£2,155
Translating Strategy Into Policies That Work	London	1 week	21 Nov	25 Nov	£2,355
Negotiation and Mediation Skills	Dubai	1 week	21 Nov	25 Nov	£2,425
Public Financial Management: Aiming for excellence	London	2 weeks	21 Nov	02 Dec	£3,975
Week one: Strategic public financial management	London	1 week	25 Nov	25 Nov	£2,195
Week two: Developing best practice financial management	London	1 week	28 Nov	02 Dec	£2,195
How to Improve an Organisation's Effectiveness	London	2 weeks	28 Nov	09 Dec	£3,955
Week one: Managing the performance of your organisation	London	1 week	28 Nov	02 Dec	£2,300
Week two: Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff	London	1 week	05 Dec	09 Dec	£2,345
<b>DECEMBER</b>					
Successful Project Delivery	London	2 weeks	05 Dec	16 Dec	£3,935
Week one: Practical project planning and control	London	1 week	05 Dec	09 Dec	£2,175
Week two: Risk management techniques in action	London	1 week	12 Dec	16 Dec	£2,175
Monitoring and Evaluation: Learning the lessons	London	1 week	12 Dec	16 Dec	£2,170

## Making Policy More Effective

Fees	Dates	Location
£3,995	9 to 20 May	London
£4,275	31 October to 11 November	Dubai

### About the workshop

This two-week workshop provides a comprehensive overview of policy analysis and development, with a heightened relevance in light of the COVID-19 pandemic and 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 judgements 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.

## Policy Analysis and the Use of Evidence

Fees	Dates	Location
£2,340	9 to 13 May	London
£2,425	31 October to 4 November	Dubai

### 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.

This workshop has heightened relevance in light of the COVID-19 pandemic, which has demonstrated the delicate interplay between scientific evidence, expertise and judgement in responding to a rapidly changing situation. This pandemic has highlighted the important role of evidence gathering and analysis in policy making as well as its limits when the evidence is emerging and uncertain.

This workshop examines what counts as evidence for policy making and how real-time data and analysis can and cannot inform good decisions.

### What the workshop will cover

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

- The policy making process
- Different types of evidence and the risks associated with them
- 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 these 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.

*Our London workshops can be attended virtually*

## Impact Assessment and Evaluation

Fees	Dates	Location
£2,340	16 to 20 May	London
£2,425	7 to 11 November	Dubai

### 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.

Impact assessment and evaluation also have an important role to play in responding to emergency situations such as earthquakes, hurricanes and the COVID-19 pandemic. In such situation's decision-makers can draw upon existing evidence of effectiveness from impact assessments and evaluation and use their critical appraisal skills to make sound judgements about emerging data and analysis.

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 respond to emerging evidence after policy roll-out and in emergency situations.

### 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 and appraise 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	7 to 11 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.

*Our London workshops can be attended virtually*



**Better Policies; Better Lives:**  
Using behavioral insights to evaluate  
and improve policy making

Fees	Dates	Location
£2,310	8 to 12 August	London

**About the workshop**

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

- Increasing public participation in vaccination and disease prevention programmes such as for COVID-19
- Strengthening public finances through better tax collection procedures
- Creating more jobs through a better understanding of micro-finance systems
- 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 behavioral insights and how it has evolved from a combination of behavioral economic concepts, economic experiments, social psychology and intuition
- The use of real-life examples and case studies to demonstrate how behavioral insights are
- contributing to better policy evaluation and policy formulation across the world
- An explanation of the techniques used to make good use of behavioral 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 behavioral insights are used to improve policy making in practice.

**How participants will benefit**

The workshop is designed to give you:

- An understanding of how behavioral 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 behavioral 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 behavior 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 Behavioral Economics and Director of the Loyola Behavioral Lab, Loyola Andalucía University, Spain. He was until recently Professor of Behavioral 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 behavior, in particular on altruism, co- operative behavior and cognitive abilities.

He has published in leading journals such as Games & Economic Behavior, PLoS ONE, Proceedings Royal Society B, Journal of Conflict Resolution, Journal of Economic Behavior and Organization, Journal of Behavioral 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 Behavioral Economics.

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

Clare Tan  
Singapore



## Translating Strategy Into Policies That Work

Fees	Dates	Location
£2,355	21 to 25 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, United Arab Emirates, 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

Our London workshops can be attended virtually

## Communicating in Unprecedented Times:

Lessons for governments

Fees	Dates	Location
£2,240	10 to 14 October	London

### About the workshop

The COVID-19 pandemic has taught us many lessons, not least how a government's image affects its ability to implement policies and health strategies effectively; a positive image can take a long time to build up but can be destroyed very quickly. Rapid changes in the media landscape and marketplace make communication ever more challenging, for ministers, their advisers, the officials as well as for professional communicators. This workshop will show you how to detect and counter false information using the latest artificial intelligence tools and how to protect democracy using essential media and communication techniques. During the week, we will discuss the strategic basis of good communication and how the UK Government seeks to apply it both to digital and more traditional media. It includes visits to major international news organisations (e.g., the BBC and/or 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:

- How your government has fared during the pandemic and the communication lessons identified on both traditional and social media platforms, including digital broadcasting
- Government priorities in managing public communication and the political dimension of dealing with diverse public interests
- New media priorities, public interest, and freedom of information
- The role of public relations and marketing professionals in media management and positive image promotion
- How to detect and counter false information on social media
- How to produce your own positive images using a smart phone to produce short broadcast quality video news reports – this session is designed for people with limited technical ability and no previous photography skills.

### 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
- Future-proofing your career by teaching you professional video production techniques.

## The Changing Media Landscape: Key issues for dealing with social media and fake news

Fees	Dates	Location
£2,210	23 to 27 May	London

### About the workshop

The media landscape has been changing continuously and rapidly over the past years, but the COVID-19 crisis has supercharged the rate of change. False information about the virus has led to riots and political changes and has put the lives of thousands of citizens at risk. So, it is essential to understand the new dynamics of social media and to develop an effective and modern communications strategy that is both flexible and capable of adapting at a moment's notice 24 hours a day. Planning and protecting citizens from natural and man-made hazards are becoming ever more demanding. Popular uprisings, flooding, earthquakes, tsunamis, volcanic eruptions, nuclear emergencies, terrorism and disruption to essential services are just some of the events that have left governments looking vulnerable and unprepared. We will explore crisis management and the way communication can be used as a crisis management tool. The aim is to ensure that you will be better able to work with colleagues to develop and deliver straightforward, practical communication strategies for managing crises. It will also stress how important it is to have a plan that is based on proper media risk assessment to prevent a domestic emergency from becoming an international crisis.

### 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
- Understanding 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 that 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 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.

*Our London workshops can be attended virtually*

## Leading and Managing For Results in the 'New Normal'

Fees	Dates	Location
£3,940	14 to 25 March	London
£3,940	26 September to 7 October	London

### About the workshop

Organisations need leaders and managers, and the skills of managing are essential for providing services to the public services in challenging times and for building the human capital to deliver an efficient and effective organisation fit for today and the future. 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.

### 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	14 to 18 March	London
£2,245	26 to 30 September	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 ensuring that the workforce is aligned to contribute to a successful and responsive public service. The workshop will review the capabilities that leaders need to make an impact in the changing arena of public service organisations. You will learn about the UK approaches that have been successful in extremely challenging times 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 to enable high performance.

### 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 Engagement Skills:

Getting the best out of your people

Fees	Dates	Location
£2,270	21 to 25 March	London
£2,270	3 to 7 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 and manage the day-to-day stresses of organisational life during challenging times.

### 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; developing staff engagement, and resilience; building relationships (internal and external); decision making and coaching; teamwork and implementing improvements
- Give an insight into techniques for improving motivation and productivity
- 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.

## Executive Coaching for International Leaders



**Janet Waters**



**Sheena Matthews**

PAI is proud to offer an individualised on-line coaching service for international public and private sector policy makers and managers who would like to achieve higher performance and improvements at work. For many years we have been working with organisations who have implemented changes which have been planned, sometimes for months or even years, ranging from organisational culture changes to personal changes for individuals. Now, we have been experiencing sudden, unexpected global changes caused by the COVID-19 pandemic and leaders face new challenges forced upon them by this crisis.

### How can coaching help you?

Developing the leadership skills to effectively engage employees, achieve goals and promote your organisation's mission makes good sense for organisations, and executive coaching can be an outstanding way for leaders to do this. As organisations deal with, and emerge from, the global pandemic, good leadership is essential to ensure that services continue to be delivered to the public.

### Who are the coaches?

Sheena is a leadership and executive coach. As an organisational development consultant and former senior civil servant, she has contributed to major international public service reform initiatives. Sheena has helped top teams and Boards work more effectively together to meet the standards for good governance and corporate leadership and she coaches individuals to increase their confidence and to realise their career aspirations. Sheena is a Chartered Fellow of the Institute for Personnel and Development and is accredited to use a number of psychometric and occupational tests.

Janet is an experienced executive coach, learning consultant and facilitator of leadership, change, management development and action learning. She has extensive experience in management, leadership and organisational development both in the UK and internationally. She has worked in the public sector at a senior executive team level and for the past ten years as a coach, consultant and trainer in the UK and international public sector, as well as the private sector. Janet has a qualification in coaching from the Henley Business School, a Master's Degree in Human Resource Development and is a Member of the Chartered Institute of Personnel and Development.

**Up to one hour online, plus a 30-minute taster session, will cost £345 for the first session, with subsequent sessions at £295 per hour.**

*Our London workshops can be attended virtually*

## Leaders As Change Agents

Fees	Dates	Location
£3,990	20 June to 1 July	London
£3,990	10 to 21 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 behavior 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 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 behavior 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 behavior
- 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 behavior and performance with strategy
- 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
- Identify the values that lie behind different organisational 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	20 to 24 June	London
£2,225	10 to 14 October	London

### About the workshop

The impact of the global pandemic of 2020 and its aftermath will force leaders and managers to confront some of their most difficult challenges to date. To rise to these challenges, they will have to adopt a more flexible approach to apply different ways of thinking and planning to achieve their goals. This workshop offers a holistic change management approach to help organisations and individuals navigate their way through these demands. It covers best practices from varied sectors to address the short-term need of surviving this unprecedented situation while looking at some long-term trends and solutions that this global phenomenon demands.

What are the key factors I must consider?

- How can I build a more resilient and responsive cadre of leadership and management to ensure change happens?
- What methods can I use to guarantee the commitment and support from all stakeholders, both internal and external?
- Where should I focus and how will I recognise and work swiftly against resistance to change?

### What the workshop will cover

- Identifying and selling the rationale for change, securing stakeholder buy-in and support
- Building resilience and commitment in your leadership and stakeholder groups
- Flexible planning and management of a change project
- Tools for managing resistance to change
- Organisational culture: scenarios and strategies for successful change
- Communicating with and engaging stakeholders.

### How participants will benefit

By the end of the workshop, you will:

- Understand 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
- Develop and apply clear, engaging and personalised communication strategies
- Use influencing skills to sell the need for change, secure active engagement and create 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	27 June to 1 July	London
£2,225	17 to 21 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 behavior 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 it 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 behaviors 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 responsive 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 a 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
- Case studies of responses to the COVID-19 pandemic will reveal effective learning and decision-making strategies when problems are complex and change unpredictably
- 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
- 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 behavior.

## Putting People First: Improving and prioritising customer care

Fees	Dates	Location
£2,280	4 to 8 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. The workshop will examine mechanisms for processing customer feedback and complaints, making appropriate use of smart technology and social media. The workshop will also consider the effects of the COVID-19 pandemic on the effective delivery of customer services operations.

### How participants will benefit

The workshop will:

- Familiarise you with the process of culture change that may be needed to enhance the treatments of citizens as valued customers
- Discuss the impact of the COVID-19 pandemic upon the relationships between citizens and service providers
- 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 achieving excellent service delivery
- Introduce you to key customer service practitioners via workshop presentations and/or site visits where possible. 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.

*Our London workshops can be attended virtually*

## Putting People First: Practical ways to improve customer care

Fees	Dates	Location
£2,245	10 to 14 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. It 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.

The workshop will consider the effects of the COVID-19 pandemic on the effective delivery of customer services operations. 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 levels
- 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 with 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	1 to 12 August	Dubai

### About the workshop

People management is not a skill or competence where 'one size fits all' and the COVID-19 crisis is the ultimate test for leaders and managers. 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.

*Our London workshops can be attended virtually*



## Inspiring Leaders and Managers: Engaging and motivating individuals and teams

## Results-Oriented Management: All about people

Fees	Dates	Location
£2,425	1 to 5 August	Dubai

Fees	Dates	Location
£2,425	8 to 12 August	Dubai

### 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.

The workshop will consider how the important qualities of a leader may have changed since the start of the pandemic and it will assess current leadership challenges.

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.

### About the workshop

Organisations are dynamic and subject to constant and often complex change, never more so than now during the global pandemic. 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'. 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.

*Our London workshops can be attended virtually*

## How to Assess An Organisation's Effectiveness

Fees	Dates	Location
£3,955	7 to 18 March	London
£3,935	28 November to 9 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 Re-Energising the Public Sector 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, navigating change in a tumultuous time

Fees	Dates	Location
£2,295	7 to 11 March	London

### About the workshop

Across the world the public sector faces a difficult and rapidly changing mix of challenges to providing effective, accountable and inclusive public organisations. Delivering rapid and appropriate responses to the COVID-19 pandemic, working to minimise the impact of unusual weather activity (related to climate change), increasing pollution and demand for more sustainable public services are just some of the challenges. Organisations are under stress and need to adapt and absorb new ways of working and accountability in terms of efficient, economical and effective use of their resources. Public sector managers, politicians and the public need assurance that systems and processes are robust, while protecting their people in terms of their health and economic activity.

Politicians and senior managers also need to be able to offer "value for money". A crisis of challenge also presents opportunities. Internal audit and risk management offer a centre of expertise to investigate and provide solutions. They provide assurance on organisational processes and opportunities to strengthen management decisions. This workshop will show you how strong internal audit and timely risk management underpin essential, sustainable financial systems enabling the achievement of organisational objectives.

### 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
- Risk management in the context of COVID-19
- 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:

- Discuss internal audit and risk management in the context of your organisation
- Examine the inter-relationship between internal audit and external audit in detail (resource stretching implications may mean more pressure to place reliance on internal audit)
- Share experience of good practice developments and practical lessons learned from their implementation in the UK and other countries
- Share your own experiences of managing and implementing risk management and internal audit post-COVID-19 and the challenges your organisation faces
- Enable you to explore how these developments may be introduced and/or implemented in your own country.

Our London workshops can be attended virtually

## Managing the Performance of Your Organisation

Fees	Dates	Location
£2,300	14 to 18 March	London
£2,425	3 to 7 October	Dubai
£2,300	28 November to 2 December	London

### About the workshop

The pressure to get value for money from public services has never been greater. Public services need to be able to adapt and respond to each new challenge we face – whether dealing with COVID-19, economic downturns or geopolitical events. Deciding what services to prioritise and how to maintain core services that meet the needs of citizens requires leaders to be able to manage and improve organisational performance and to be ready to implement transformational change where necessary.

How can public service managers deliver strong results in such circumstances?

This workshop focuses on performance management at an organisational level. In particular, we explore the challenges created by recent events, such as COVID-19, examine 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. 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 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 initiatives
- 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.

## Re-Energising the Public Sector: Motivation, productivity and getting results from leaders, managers and frontline staff

Fees	Dates	Location
£2,345	25 to 29 April	London
£2,425	20 to 24 June	Dubai
£2,345	5 to 9 December	London

### About the workshop

One of the biggest issues challenging the public sector is measuring effectiveness of public service delivery. Public sector bodies need to be outcome oriented and think in terms of performance impact aligned with their core business as a public body. All organisations depend on their leaders, managers and front-line staff to fulfil their organisation's mandate and achieve results. We are at present in unprecedented times and never has the public sector been required to deliver in such challenging times. Getting the best out of staff is crucial.

Those who are leading their organisations at present have huge demands and pressure on them. This workshop will give you an opportunity to take some time to reflect and gather your thoughts for the future with a view to delivering enhanced services to the public. It will help you to recognise the need to increase productivity, motivate your teams and explore ideas for encouraging a committed workforce to ensure that key services are delivered.

### What the workshop will cover

- Review of business outcomes required for the future
- New ways to plan and deliver the future requirements of the services you provide
- Review your effectiveness and that of your teams so as to add more value to your organisation
  - Motivation and team culture
  - How mindset affects productivity
  - Encouraging the principles of "lean thinking" to streamline operations and identify wasted or unnecessary effort, decisions and processes
- The benefits of building strong and highly engaged leadership teams and the effects it will have in building a more productive organisation
  - Working together on strategic and creative thinking
  - Improving collaboration and communication
  - Breaking down silos and creating cross-departmental collaboration
  - Building decision-making abilities and problem-solving skills
- Introducing executive coaching as a leadership tool for individual development.

### How participants will benefit

The workshop will:

- Provide you with an opportunity to reflect on the challenges and plan for the future as a leader
- Consider the impact COVID-19 had on your organisation
- Help you to identify areas of improvement and be enabled to create a plan to implement the changes
- Explore news of working and thinking
- Give you a valuable opportunity to exchange learning with like-minded leaders, through use of leadership action groups
- Look to the future with a positive mindset for the public sector.

*Our London workshops can be attended virtually*

## When Citizens Complain: For Ombudsmen, Commissioners and complaint handling organisations

Fees	Dates	Location
£2,220	20 to 24 June	London

### About the workshop

"When Citizens Complain" is a high-level workshop for Ombudsmen and Commissioners and their senior staff. It 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, including how to make the best use of technology in dealing with complaints remotely
- Improve understanding of the needs of vulnerable complainants and explore ways of meeting those needs.

### 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 be asked to describe your approach to handling a range of cases and will be involved in problem-solving exercises and discussions 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 the UK Ombudsman office, 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	21 to 25 February	Dubai
£2,125	3 to 6 May	London
£2,285	26 to 30 September	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, missions 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 big difference to organisational focus and performance. They will play a major role in guiding organisations through the new challenges that most are facing and some of these changes may be long-lasting. The impact of the COVID-19 pandemic has brought about new ways of working for many organisations. The workshop will cover the changes that this has brought about and how these changes can be beneficial. This workshop is aimed at those in senior or board positions looking to gain a rounded appreciation of how to improve governance.

### 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
- Performance monitoring and management
- 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 challenges they can provide.

### How participants will benefit

The week will help you to:

- Appreciate the contribution of good corporate governance and good 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
- Consider how best to undertake contingency planning for major crises such as the COVID-10 pandemic
- Understand personal characteristics of an effective board member
- Contribute to board effectiveness through teamwork
- Reflect on examples of corporate governance failures where the board should have acted
- Understand the role of non-executive directors.

*Our London workshops can be attended virtually*

## Better Regulation: Regulating essential services

Fees	Dates	Location
£2,205	28 February to 4 March	London

### About the workshop

This workshop concentrates on the regulation of essential public services. 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
- Consider how governments ensure that regulatory regimes deliver both enhanced competition while protecting people and the 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. During the week you will:

- Be briefed about regulatory regimes in the UK and elsewhere
- Explore the changes which the UK has made in order to free public services from unnecessary or inefficient regulation
- Examine regulatory alignment across borders. This has been highlighted both during COVID-19 and during the process of the UK leaving the European Union
- Explore the role of post-implementation reviews, for example for emergency regulations made during COVID-19 to deal with urgent issues
- 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 other forms of regulation.

### How participants will benefit

The workshop will:

- Provide you with a broad overview of regulatory options and best practice
- Examine the better regulation agenda and risk-based approaches
- Develop a critical and exploratory dialogue on key regulatory options
- Introduce you to key practitioners in regulatory offices, regulated industries, government departments and consumer protection organisations
- Familiarise you with the UK and European Union framework within which the regulated industries and services operate. Consider the implications as the UK exits EU systems and replaces them with national alternatives
- Provide an up-to-date view of the current models of ownership and regulation in the UK and elsewhere, ranging from full privatisation to retained public ownership
- Examine the UK experience of harnessing the private sector to improve public services while safeguarding consumers' interests and promoting agreed social and environmental objectives.

## Combating Fraud and Corruption in the Wake of a Global Pandemic

Fees	Dates	Location
£3,965	24 October to 4 November	London

### About the workshop

Public services may be delivered within widely different 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, which have only grown worse as a result of the COVID-19 pandemic. 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 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 an environment within which transparency and accountability can more readily be improved
- Examine how the pandemic has created opportunities which raise new challenges
- 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.

## Combating Fraud and Corruption: Prevention and detection

Fees	Dates	Location
£22,425	23 to 27 May	Dubai
£2,160	24 to 28 October	London

### About the workshop

It is much easier and much more effective to focus on efforts on the prevention of fraud and corruption before it occurs, rather than to have to deal with fraud or corruption after it happens. 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 and how these evolved during the pandemic
- Consider how to create an environment within which transparency and accountability can more readily be improved
- Understand the 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.

## Combating Fraud and Corruption: Investigations, sanctions and prosecutions

Fees	Dates	Location
£2,160	31 October to 4 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 subsequent 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 size 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.

*Our London workshops can be attended virtually*

## Parliamentary Administration: Structures and procedures in Westminster

Fees	Dates	Location
£2,325	17 to 21 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, Members of Parliament and Members of the House of Lords who work in and manage the day-to-day business of the Westminster Parliament. It will also provide insights into the roles of the devolved parliaments in Scotland, Wales and Northern Ireland, and their relationships with the UK Parliament at Westminster.

Change is very much the order of the day in the 21st century. In particular, the pervasiveness of social media, the rise of populist politics, the devastating impact of the COVID-19 pandemic and, for the UK and other European countries, the many challenges of Brexit - have had huge implications both for the constitutional position of parliaments and the ways in which they conduct their proceedings. Parliaments must always strive to keep pace with and respond effectively to such challenges.

The workshop looks at how one of the busiest parliaments in the world, and its devolved counterparts, are 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 UK Government's interface with the Westminster Parliament and with the non-English devolved parliaments
- Staff structures, recruitment, reporting, training and career development
- The work of Select Committees as an effective investigative tool available to elected parliamentarians for examining the work of the Executive and the Civil Service
- The management of information services for elected Members of Parliament
- How the parliaments contend with the digital revolution – e-services, the conduct of parliamentary business remotely via the internet, and the ever-growing impact of social media
- The workshop includes visits, in person and/or online, 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
- Discuss with parliamentary experts about recent change initiatives
- 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: Practical approaches to sustainable document, records and knowledge systems

Fees	Dates	Location
£3,960	7 to 18 November	London

### About the workshop

The role of those who know how to gather, collate, classify and make available reliable information has been highlighted in a way unseen before during the COVID-19 pandemic. Every organisation needs accurate information to develop, deliver and assess the effectiveness of its policies, programmes and services and to make informed decisions. This workshop is in two modular weeks which can be attended as separate modules. It provides practical tools and methods to design and implement sustainable knowledge and content management systems. In particular, the workshop will ask:

- Are there key principles that must remain, no matter what the current situation?
- Where is the right balance between reliance on technology and artificial intelligence and human inputs?
- What aspects of previous approaches have been successfully adapted to meet changing circumstances?
- Are there new ways of working that can be institutionalised so that 'information enriched' decision making can be enhanced?

### 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.

### How participants will benefit

The workshop will:

- Introduce you to best practice for information and records management as expressed in ISO 15489-1
- 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 information security
- Identify and analyse the key risks to your information resources
- Introduce you to different types of cybercrime and cyber enabled crime.

*Our London workshops can be attended virtually*



## Effective Records and Information Management:

Tools and techniques to transform your organisation's information assets

Fees	Dates	Location
£2,155	7 to 11 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 used.

### 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.

In particular, the workshop will ask:

- Are there key principles that must remain, no matter what the current situation?
- Where is the right balance between reliance on technology and artificial intelligence and human inputs?
- What aspects of previous approaches have been successfully adapted to meet changing circumstances?
- Are there new ways of working that can be institutionalised so that 'information enriched' decision making can be enhanced?

### How participants will benefit

The workshop will:

- 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.

## Effective Records and Information Management:

Protecting your organisation from cyber-crime and enhancing your information security

Fees	Dates	Location
£2,155	14 to 18 November	London

### About the workshop

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 defenses 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
- Describe what the pandemic has taught us about information security risks
- Explain the importance of protecting vital records
- Understand what a disaster recovery plan is and how it can be developed
- Develop an information 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.

*Our London workshops can be attended virtually*

## Providing Public and Private Pensions in a Time of Crisis

Fees	Dates	Location
£2,215	6 to 10 June	London

### About the workshop

The length and diversity of UK 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; and how they cope with the latest crises.

### What the workshop will cover

The workshop will focus on:

- The desired outcomes from a pension system and design features that contribute to their achievement
- 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, whilst embedding Environmental, Social and Governance (ESG) principles
- Pre-empting and responding to the impacts on membership, employer support and investment from crises such as the COVID-19 pandemic
- Consumer experience of the UK pension system – challenges and responses
- The importance of designing pension schemes 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 visit to various pension providers. Previous participants have benefited 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, sustainability, efficiency and security
- Enable you to learn from the practical experience of policy makers, administrators and managers
- Enable you to consider the UK experience in relation to a broader (World Bank) framework for assessing pensions
- Assist you in applying the UK experience to the situation in your own country
- 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

Our London workshops can be attended virtually

## Next Generation Human Resources: Transforming people management in the public sector

Fees	Dates	Location
£2,200	13 to 17 June	London

### About the workshop

This workshop will focus on:

- The transformation agenda to develop the public sector workforce so that it can deliver enhanced public services in changing times
- 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 transformation agenda post pandemic
- Rethinking talent management during and after COVID-19 to enable capability, capacity and agility
- 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 will involve sessions with HR practitioners and others leading and managing people working 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 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 in management/leadership roles
- 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
- Discuss how you should focus on energising your remote teams and help staff to work effectively in new ways during difficult times
- Encourage you to share your own experiences, review your own challenges and prepare an action plan to meet those challenges.

## Emotional Intelligence: A critical element of organisational success

Fees	Dates	Location
£2,315	18 to 22 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. At the heart of all good organisations is its people. Understanding yourself and others is not just desirable but essential as we adapt to a rapidly changing world. Turbulent times call for emotionally intelligent leaders and this workshop will equip you with a range of invaluable skills to deal with understanding behaviour, managing mood, stress and conflict to optimise performance of individuals and teams. 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 the 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.

*Our London workshops can be attended virtually*

# A flavour of our experts

## Lloydette Bai-Marrow



Lloydette 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 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.

## Training of Trainers: Developing talent and transferring skills

Fees	Dates	Location
£2,100	11 to 14 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
- Techniques on the design of an engaging learning session or programme
- How to deliver and manage sessions and programmes with confidence, both face-to-face and virtually
- How skills required as a trainer in a post-COVID-19 world
- Consideration of health and safety issues for learners in the post-COVID-19 environment
- Designing and using case studies, exercises and scenarios
- 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 through face-to-face and virtual delivery
- 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.

*Our London workshops can be attended virtually*

## Negotiation and Mediation Skills

Fees	Dates	Location
£2,230	23 to 27 August	London
£2,425	21 to 25 November	Dubai

### About the workshop

The workplace is becoming more challenging as individuals are expected to perform in ever-changing organisations, more so now than ever in view of the global pandemic. Internal disagreements can arise in any workplace, and where there is workplace interaction there will inevitably be disagreement and dispute from time to time. These can lead to conflict which, if unresolved, can be costly to both individuals and the organisation. We have had to change and adapt our ways of working due to the global pandemic and managers need to be skillful interveners who can facilitate constructive discussions with those in dispute. This workshop is designed to lead 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 through role play and exploring different scenarios.

### 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, especially in a post-COVID-19 world
- 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	5 to 9 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 needs 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 Advanced Legislative Drafting workshop to get a fuller understanding of the policy/ legislative process.*

## Advanced Legislative Drafting: Sharpening your drafting skills

Fees	Dates	Location
£2,230	12 to 23 September	London

### About the workshop

Good quality legislation is vital to the governance of any jurisdiction, and in order to achieve it a high standard of legislative drafting is required. In order to be able to draft effectively, legislative drafters need to have a clear understanding of why legislation is set out as it is, what exactly the functions are of various elements in it (e.g., commencement, objects, application and duration provisions) and how important aspects of legislation can and should operate.

The workshop will enable you to examine different types of common statutes, including those that set up statutory corporations and provide for licensing and taxation.

### What the workshop will cover

The workshop has three main components:

- Examining, discussing and understanding the subjects raised
- Undertaking an intensive series of classroom exercises designed to enable you to understand the most important elements of, and different types of, modern legislation
- Considering, in the light of drafts produced, and of shared experience, the most practical way in which effective legislative rules may be produced

You will be invited to give an informal presentation on your own procedures and to identify any particularly pressing problems relating to the drafting of legislation in your home country.

### How participants will benefit

The workshop will:

- Cover in detail some of the finer points of the skill of drafting
- Examine particular elements of statutes and subsidiary legislation
- Look specifically at aspects of drafting (e.g., retrospectivity, extra-territoriality) that drafters sometimes find difficult
- Offer guidance as to legislative plans
- Help identify area in which your drafting of legislation could be improved.

*\*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	3 to 7 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 about law reform in action and 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 in emergencies like Covid-19, law reform with limited resources to meet 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.

*Our London workshops can be attended virtually*

## Transforming Criminal Justice: Partnership working and multi-agency approaches

Fees	Dates	Location
£3,980	12 to 23 September	London

### About the workshop

The UK Government's current Transforming Justice agenda builds on a huge amount of work aimed at achieving better collaborative arrangements between the various agencies in the justice sector. Police, prosecutors, courts, probation and prison services in the UK now work together in ways unimaginable a decade ago. How has better co-ordination been achieved without undermining each organisation's specific mission? How can judicial independence and the protection of citizens' rights be preserved alongside closer collaboration between these different justice sector institutions? In particular, the workshop will ask:

- Are there key principles that must remain, no matter what the current situation?
- Are there aspects of previous approaches which can and should be adapted to meet changing circumstances?
- Are there new ways of working that can and should be adopted by the justice sector?
- Are there tasks, processes and even roles that should now be abandoned and at what cost would this be?

### 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 how performance in courts can be enhanced and delays reduced
- Look at approaches to handling offenders in custody and in society.

### 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
- Help you to identify practical ways of initiating sustainable change to enhance multi-agency working.

## Transforming Criminal Justice: Preventing, investigating and prosecuting crime

Fees	Dates	Location
£2,250	12 to 16 September	London

### About the workshop

In every country, 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 to account
- 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.



## Transforming Criminal Justice: Resolving cases, redressing miscarriages of justice and reducing reoffending

Fees	Dates	Location
£2,250	19 to 23 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 cases are 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	4 to 15 July	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 safeguard against the risks of corruption and to improve the experience of attending court for victims and witnesses—either in person or, in view of the global pandemic, attending virtual hearings.

The workshop 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'.

### 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.

*Our London workshops can be attended virtually*

## Judicial Administration:

Improving people's experience of the delivery of justice

Fees	Dates	Location
£2,305	4 to 8 July	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.

## Judicial Administration:

Effective Case Management: Reducing delays and clearing backlogs

Fees	Dates	Location
£2,305	11 – 15 July	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:

Better legal systems and achieving better governance

Fees	Dates	Location
£2,180	28 March to 1 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. Recent events – in particular, the worldwide COVID-19 pandemic, are placing great pressure on the rule of law.

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. It will enable you to 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.

## Understanding Legal Issues in Decision-Making:

The judge over your shoulder

Fees	Dates	Location
£2,290	27 June to 1 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. The programme will consider these issues against the wider background of continuing transformative changes – including the growth of populist politics, the pervasive use of social media and the impact of critical national and international crises such as the COVID-19 pandemic.

### 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 nature the importance and the limitations 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.

*Our London workshops can be attended virtually*

# Shape of Procurement in a Changing World

Fees	Dates	Location
£3,930	28 March to 8 April	London
£3,930	24 October to 4 November	London

## About the workshop

At PAI, we realise that the global pandemic has made organisations think differently about their approach to delivering their core business. This workshop will help you to identify and comply with the key stages of the tendering and contracting processes, together with associated control issues, as well as understanding what impacts have flowed from the changes required from continuing to operate during a pandemic, or similar, emergency situation. You will also gain knowledge of how the procurement and contracting function support the drive for better control of resources and improved value for money.

The workshop looks at 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
- Define and manage procurement risk
- 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
- Conduct procurement and contracting during an emergency situation such as a pandemic
- 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.

# Shape of Procurement in a Changing World: Understanding procurement principles

Fees	Dates	Location
£2,185	28 March to 1 April	London
£2,185	24 to 28 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.

You will:

- Develop procurement planning and management skills
- Understand the 'end-to-end' procurement and contracting process
- Understanding different working arrangements during emergency situations such as a pandemic
- Ensure a comprehensive audit trail for contract procedures and contractor selection
- Establish contract and contractor review and management processes to ensure delivery of quality outcomes.

*Our London workshops can be attended virtually*

## Shape of Procurement in a Changing World:

Contracting strategy, practice and management

Fees	Dates	Location
£2,185	4 to 8 April	London
£2,185	31 October to 4 November	London

### About the workshop

The workshop will look at recent developments in procurement and contracting and give participants the opportunity to examine how their own practices can benefit from establishing these in the workplace, and the impact of delivering the service post-pandemic.

### 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, audit processes and supply chain management 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
- Ethical, sustainable and autonomous procurement
- The use of negotiation
- Defining and managing procurement risk
- Controlling and managing 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.

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
- Appreciate how to conduct procurement and contracting during a pandemic or emergency
- See how contracting and associated controls can support the overall strategic management process within an organisation.

## Shape of Procurement in a Changing World:

Practical contracting skills and management

Fees	Dates	Location
£2,425	20 to 24 June	Dubai

### About the workshop

This new workshop programme is designed from a practical standpoint to support and inform those who are involved in the procurement journey in their organisations. It is both a stand-alone workshop and a complementary session to the two week programmes to be held in London: 'The Shape of Procurement in a Changing World' in April and October 2022. It will help you to identify with the role and function of procurement in supporting the business organisation and provide a practical approach to the techniques within effective procurement and contract management. The sessions will also look at the role of procurement and audit in controlling and minimising the impact of malpractice.

### What the workshop will cover

The programme delivers a detailed and practice-based approach to:

- quality methodology,
- designing specifications or terms of reference,
- bid evaluation,
- contract award,
- tender and contract management,
- procurement reviews, and
- controlling fraud and malpractice.

The programme includes:

- Understand and practice modern procurement processes, including key documentation, tendering, consistency in evaluation and awarding of contracts
- Know the key considerations in specifying client requirements
- Design-in quality considerations for goods, works and services
- Define performance standards and measures
- Ensure consistency and even-handedness in approaching the process
- Facilitate quality, compliance and good practice in contractor management
- Manage contracts and ensure contractor performance is maintained
- Know how to plan to achieve a robust, effective and resilient supply chain and understand its impact on the organisation
- Conduct post-procurement reviews.

### How participants will benefit

The workshop covers the whole sourcing and procurement process, including audit and risk and will enable you to:

- Gain practical knowledge in all the key areas required for anyone needing
- Achieve a practical understanding of specifying, tendering and contract award across all aspects of goods, works and services
- Ensure that contract award and management methods are applied consistently across the whole organisation to obtain and deliver contract standards
- Plan and manage the supply chain to ensure consistency of service
- Appreciate the practical linkage between procurement and audit to manage and control the impact of malpractice across goods, works and services.

*Our London workshops can be attended virtually*

## Public Financial Management:

Aiming for excellence

Fees	Dates	Location
£3,775	19 to 29 April	London
£3,975	21 November to 2 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 excellence in managing resources, including people, assets, money and information. The impact of COVID-19 has shown the need for effective financial management to steer our organisations through the crisis. The role of public sector finance will be vital in enabling the post-crisis recovery.

### 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 and the importance of in-year reporting
- An introduction to International Accounting Standards (IPSAS and IFRS)
- Financial risk management
- Contingency financial planning for crises such as environmental emergencies or pandemics
- 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 managers and accountants 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
- Assist your organisation to be more financially resilient in times of crises
- Understand the principles, challenges and benefits of International Accounting Standards
- Understand the requirements of donor organisations.

## Public Financial Management:

Strategic public financial management

Fees	Dates	Location
£2,130	19 to 22 April	London
£2,195	21 to 25 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, environments which have been made even more challenging by the impacts of the pandemic. The COVID-19 pandemic have created financial pressures on governments and their agencies across the world. This creates a need for financial strategies and actions that supports organisations in the changed environment and financial picture. Financial strategies will need to be refreshed and approaches to managing them strengthened. This workshop will focus on developing financial strategies that are interlinked and that form 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, including with reference to potential external crises
- 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 managers and accountants in financial management
- Support Management Boards and the political/managerial process more effectively
- Appreciate the corporate governance implications of better management of resources
- Assist your organisation to be more resilient in times of crisis such as pandemics and natural disasters
- Implement improved medium-term financial planning and budgeting
- Link the role of budgeting to risk management, performance management and resource allocation.

*Our London workshops can be attended virtually*

Public Financial Management:  
Developing best practice financial  
management

Fees	Dates	Location
£2,195	25 to 29 April	London
£2,195	28 November to 2 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
- 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
- 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 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	21 to 25 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 excellence in managing resources, including people, assets, money and information. The impact of COVID-19 has shown the need for effective financial management to steer our organisations through the crisis. The role of public sector finance will be vital in enabling the post-crisis recovery.

We will focus on:

- The big picture, managing financial resources - best practice approaches to both revenue and capital and budget setting and a monitoring process that enables timely remedial action when things go wrong
- How financial management can assist recovery from the economic and social impacts of the COVID-19 crisis
- 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)
- Contingency financial planning for crises such as environmental emergencies or pandemics
- 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
- Assist your organisation to be more financially resilient in times of crisis
- Understand the principles, challenges and benefits of International Accounting Standards.

Our London workshops can be attended virtually





## 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	4 to 15 July	London

### About the workshop

International Public Sector Accounting Standards (IPSAS), geared to the public sector, and International Financial Reporting Standards (IFRS), for the private sector, are both 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.

*Our London workshops can be attended virtually*

## International Accounting Standards:

### Understanding the requirements

Fees	Dates	Location
£2,190	4 to 8 July	London

#### About the workshop

This workshop explores 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	11 to 15 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. The workshop 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.

*Our London workshops can be attended virtually*

## Successful Project Delivery

Fees	Dates	Location
£3,935	6 to 17 June	London
£3,935	5 to 16 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
- Understand how to manage risks such as COVID-19 and the challenges to managing projects during periods of pandemic or emergency
- 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.

## Successful Project Delivery: Practical project planning and control

Fees	Dates	Location
£2,425	21 to 25 March	Dubai
£2,175	6 to 10 June	London
£2,175	5 to 9 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
- Understand how to manage risks such as COVID-19 and the challenges of managing projects during periods of pandemic or emergency
- Develop an excellent basis of knowledge and skills to advance to professional project and programme qualifications such as PRINCE2® or PMI.

*Our London workshops can be attended virtually*

## Successful Project Delivery: Risk management techniques in action

Fees	Dates	Location
£2,175	13 to 17 June	London
£2,175	12 to 16 December	London

### About the workshop

Projects and programmes are management approaches for delivering and responding to organisational change. They are inherently risky undertakings as they involve complexity and uncertainty, sometimes in times of unprecedented change such as the COVID19 crisis. 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 the 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 at times of crisis such as that posed by the global pandemic
- 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, with a particular focus on strategies for responding to rapidly changing risks
- 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	21 to 25 March	Dubai
£2,170	15 to 19 August	London
£2,170	12 to 16 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 a 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. In recent times COVID-19 has put additional pressure on funding and the requirement for efficient and effective programme delivery. Good M&E plays a vital part in enabling this.

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

It will draw on a wide variety of scenarios and examples, including the global pandemic, to demonstrate the tools, processes and procedures that 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
- Examples of M&E tools and techniques used in the fight against the COVID-19 pandemic
- Will explore impact and lessons learn from COVID-19 and the impact that they may have on our future lives
- Identification of Key Performance Indicators (KPIs) 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 starting from the outline Business Case
- Value for Money
- How to collect and use lessons learnt 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, help you to practise using processes and procedures
- Improve the effectiveness of the MEL process to help assess programme impacts and give assurance to existing and potential stakeholders
- Use trending and risk management to ensure 'early warning' and other strategies for preventing failures.

*Our London workshops can be attended virtually*

# Booking information and terms and conditions

## How to apply

Please complete the online booking form on our website: [www.public-admin.co.uk](http://www.public-admin.co.uk). Please contact us if you would like us to send you a hard copy of the booking form.

## Fees

Fees are payable 28 days before the first day of the workshop. Fees include all tuition costs, travel to and from the airport in London (for workshops based elsewhere, you will be responsible for your own airport transfers). For face-to-face workshops, we will provide you with a free 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 are also included in the fee.

## 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 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

For face-to-face workshops 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 and elsewhere, 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](mailto: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 workshops in Jamaica on Putting People First: Citizens as Customers for the Tax Authority of Jamaica. The 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 featured below...

## Consultancy case studies: recent examples

### Leadership and Management Development Programme



Frontex, which has its headquarters in Warsaw, 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 to meet individual needs and the expectations of the managers participating in the programme.

### Albania Civil Service Reform

EC 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



A project, funded by the UK's Conflict, Stability and Security Fund to support 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.

### Ireland Review of the Grading Structure of the Irish Civil Service



Review of the hierarchical grading structure of the Irish Civil Service. The project involves developing a good understanding of strengths and weaknesses of the current grading structure, conducting an organisational re-design of the Civil Service and recommending future initiatives, the rationale and factors, needed to improve the grading structure. Funded by the EC and implemented in consortium with KPMG Ireland.

### Lesotho Institutional Review of the Lesotho Tourism Development Corporation



Conducting an institutional review of the Lesotho Tourism Development Corporation, including assessing the structure and functions of the Corporation, carrying out a benchmarking exercise to compare best practices in tourism development and setting out options for the future development of the Corporation and the tourism sector in Lesotho. Funded by the African 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

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