

# Communicating in Unprecedented Times

Lessons for governments



One-week professional development workshop  
7 to 11 October 2024 in London



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

### About the workshop

Governments cannot make or implement policies effectively without communicating them, both through traditional news media and social media. However, as we see more divided communities and fragmentation of public consensus, rapid changes in the media marketplace make communication ever more challenging for Ministers, their advisers and officials, as well as for professional communicators. This workshop will help you tackle these challenges by discussing the strategic basis of good communication and how the UK Government in particular aims to apply it both to digital and more traditional media.

The workshop includes visits to major international news organisations (e.g. the BBC World Service and Reuters) and discussions with senior journalists, government communicators and experts in social media and stakeholder analysis. Throughout the workshop, you will also work with other participants on an exercise designed to help you to practise these new approaches and techniques to develop a positive image for your government.

### Who is the workshop for?

This workshop is designed for those in high-profile government communication and information roles (such as heads of communication and press and marketing officers), political and general editors from national newspapers, broadcasting organisations and news agencies and spokespeople from political parties and non-governmental organisations. The workshop will also benefit others responsible for communicating with the public.

### 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 and programmes
- Help you to learn from the experience of UK government communicators and of leading journalists and editors, including how to raise awareness of the importance of communications in your own organisation
- Encourage you to consider ways of using a range of media and different messengers 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
- Establish good practice across the world as you share experience from your country with others in comparable situations.

### What the workshop will cover

This workshop will review:

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

The workshop will include presentations and discussions, briefings by government communicators, editors and journalists, and visits to media and government organisations. You will have the opportunity to discuss practical issues affecting your professional life and to compare and contrast experience with counterparts from different countries.

## Programme outline

	AM	PM
Day 1	Welcome and outline of course objectives <ul style="list-style-type: none"> <li>• Participants' introductions and development of individual learning objectives</li> <li>• Your roles, your organisations</li> <li>• An introduction to the world of modern communications</li> </ul>	Key concepts and ideas: defining our terms: <ul style="list-style-type: none"> <li>• Communications</li> <li>• Marketing</li> <li>• Public relations</li> <li>• Stakeholders</li> <li>• The media</li> <li>• Introduction to the governmental communications template</li> <li>• OASIS template</li> </ul>
Day 2	<ul style="list-style-type: none"> <li>• Your examples of good/bad communications</li> <li>• Reputation management</li> <li>• Using the communications template to devise a strategy</li> <li>• Stakeholder mapping</li> </ul>	<ul style="list-style-type: none"> <li>• Dealing with 'fake news'</li> <li>• Positive social media strategies</li> <li>• Videos and images</li> </ul>
Day 3	<ul style="list-style-type: none"> <li>• Handling the media</li> <li>• Dealing with interviews and news conferences</li> <li>• Preparing spokespeople</li> </ul>	<i>Face-to-face or virtual visit to the BBC World Service or the Tower of London</i>
Day 4	<ul style="list-style-type: none"> <li>• Speech-writing</li> <li>• Presentation skills</li> <li>• Using props and visual aids</li> <li>• Top tips for your presentations</li> </ul>	<i>Face-to-face or virtual visit to the London Borough of Westminster Council or UK Government Ministry</i>
Day 5	Your presentations: setting out your outline communications strategy, with Q&A and peer review	Your presentations (continued): setting out your outline communications strategy, with Q&A and peer review <ul style="list-style-type: none"> <li>• Wrap up and key lessons learned</li> <li>• Evaluation of the workshop</li> <li>• Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

## Workshop Director

The Workshop Director will be Paul Richards.

Paul is an experienced communicator, writer, author, broadcaster, trainer and campaigner, with decades of experience in dealing with journalists and broadcasters, devising and implementing communications plans, preparing senior leaders for high-profile interviews and writing eye-catching copy for national newspapers and magazines. He has advised Cabinet Ministers, front-line politicians and business leaders and has run training courses across Europe and Africa. He is author of *How to Be a Spin Doctor*, a guide to using the media. As a Special Adviser he handled 24/7 national media inquiries as the main point of contact, through the global financial crash and a Cabinet-level resignation. In 2021, he was the Labour and Co-operative candidate for Sussex Police and Crime Commissioner (PCC).

## How to apply

Please complete the PAI application form online via our website:

[www.public-admin.co.uk/booking-form/](http://www.public-admin.co.uk/booking-form/)

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

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

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

## Language

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

## Location and arrival arrangements

The workshop is based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrival details in good time. The cost of airport transfers is included in the fee.

## Fees

The fee for this one-week workshop will be £2,350. It includes tuition, travel to and from one of the airports in London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you. We provide a light lunch and refreshments during each working day as part of the fee.

## Other costs

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

## Value Added Tax

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

## Ways to pay

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

## Discounts

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

## 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.

## Substitutions and transfers

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

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

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

## Insurance

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

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<sup>1</sup>Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

### Who we are

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

We pride ourselves on our:

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

### Where we are



### Public Administration International

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