

# How to Improve an Organisation's Effectiveness



Two-week professional development workshop  
25 November to 6 December 2024 in London

Week one: Internal Audit and Risk Management: Effective,  
accountable and inclusive organisations, navigating  
change in a tumultuous time

Week two: Managing the Performance of Your Organisation



BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

### About the workshop

Public services need to be able to adapt and change to each new challenge we face, whether responding to economic downturns or geopolitical events. Politicians and the public seek assurance that system and processes are in place for each organisation to deliver its services economically, efficiently and effectively. 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 the performance of their organisations, and to be ready to implement transformational change where necessary. How can the public sector deliver strong results in such circumstances?

Week one of the workshop focuses on internal audit and risk management and their role in offering assurance and strengthening management decisions. It will show you how internal audit and risk management can underpin essential financial systems which support the achievement of organisational objectives. It sets out current good practice in both these areas and gives an excellent opportunity for you to visit a selection of public sector bodies to talk to practitioners. Case studies draw together real examples and insights during the week.

Week two looks at performance management at an organisational level. It explores the challenges created by recent events it examines how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives. Furthermore, it encourages you to consider how to align performance and financial management to deliver value for money, and how to demonstrate such achievements to external stakeholders.

### Who are the workshops for?

The workshops are designed for:

- Senior managers with specific responsibility for governance, the implantation of UN Sustainable Development Goals (particularly SDG-16-peace, justice and strong institutions), and internal audit or risk management
- Heads of internal audit and finance managers
- Senior planners contemplating the introduction of internal audit and risk management to their organisation
- Senior managers responsible for maintaining or introducing performance management or organisational change programmers
- People responsible for business planning, corporate performance or reform projects
- All those concerned with ensuring value for money for their organisation.

### How participants will benefit

The workshops are designed to allow you to:

- Discuss internal audit and risk management in the context of your organisation
- Gain understanding of how to develop into a more agile internal auditor
- 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 from 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
- Understand performance management in its organisational context

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

### What the workshops will cover

The workshops include practical advice on risk management, both as a vital management process in its own right and as a key tool in internal audit planning to focus attention where it is most needed. They will explore the range of skills and resources needed to develop a framework for organisational performance management. They will provide you with guidance on good practice developments which will be useful to improve further your own governance arrangements.

The workshops will involve discussion sessions and practical case study materials, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. They aim to be highly interactive and you are encouraged to: share your own experiences; debate the potential added value to your own situation from applying some of the features of models used in the UK; and consider skills and resources required to develop good systems for risk management, internal audit and performance management.

Workshops notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and take home with you for future reference and follow up.

**Programme outline: Internal audit and risk management: Effective, accountable and inclusive organisations, navigating change in a tumultuous time**

Week 1	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Achieving organisational objectives: the role of risk management and internal audit</p> <p>Risk management in the public sector</p> <p>Key success factors and problem areas for risk management</p>	<p><i>Visit to a public sector body</i></p> <ul style="list-style-type: none"> <li>• Practical experience of risk management and internal audit</li> <li>• Discussions with staff</li> </ul>
Day 2	<p>Developing a risk register</p> <ul style="list-style-type: none"> <li>• Case study to develop a risk register, including strategic plans and performance targets</li> </ul> <p>Participants' informal presentations</p>	<p>Main elements of successful internal audit</p> <p>Internal audit structures and independence</p> <p><i>Late afternoon travel to Cardiff, Wales</i></p>
Day 3	<p><i>Visit to another public sector body</i></p> <ul style="list-style-type: none"> <li>• Practical experience of risk management and internal audit</li> <li>• Discussions with staff</li> </ul>	<p><i>Visit to Wales Audit Office:</i></p> <ul style="list-style-type: none"> <li>• Co-operation between internal audit and external audit</li> <li>• Approaches to performance audit</li> </ul> <p><i>Late afternoon travel back to London</i></p>
Day 4	<p>Risk-based internal audit planning</p> <ul style="list-style-type: none"> <li>• Case study to develop a risk-based internal audit plan, including assessment of risk and experience of previous audits</li> </ul> <p>New and emerging internal audit issues:</p> <ul style="list-style-type: none"> <li>• Principles underpinning an agile approach, comparison with traditional approach</li> </ul>	<p>Audit methods, skill requirements, timely communication of audit output</p> <p><i>Visit to a public sector body or visiting speaker to discuss current developments in:</i></p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Internal audit</li> <li>• Risk management</li> </ul>
Day 5	<p>Performance audit for internal audit</p> <ul style="list-style-type: none"> <li>• Case study to identify performance audit topics</li> <li>• Environment and sustainability</li> </ul> <p>Putting developments into practice:</p> <ul style="list-style-type: none"> <li>• Comparison between UK practice and participants' own experience of internal audit</li> </ul>	<p>Workshop conclusion</p> <ul style="list-style-type: none"> <li>• Action planning</li> <li>• Review and evaluation</li> <li>• Presentation of certificates of attendance</li> </ul>

**Programme outline: Managing the performance of your organisation**

Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>What is performance management (PM)?</p> <p>Why is it important?</p> <p>Previous approaches to performance measurement</p>	<p>Analysis of how geopolitical issues, economic change and other events can impact on organisational management</p> <p>Participants' informal presentations</p> <p>Performance frameworks</p> <p>Outline of the steps required for success</p>
Day 2	<p>Agreeing the important elements:</p> <ul style="list-style-type: none"> <li>• Organisational vision, mission and goals</li> <li>• Understanding outputs and outcomes</li> <li>• Logframes and theories of change</li> </ul>	<p>Managing and developing staff:</p> <ul style="list-style-type: none"> <li>• Understanding staff perceptions</li> <li>• Agreeing objectives and targets</li> <li>• Appraising performance</li> </ul>
Day 3	<p>Agreeing the important elements (continued)</p> <ul style="list-style-type: none"> <li>• Target Operating Models</li> <li>• Stakeholder analysis and consultation</li> <li>• Governance arrangements</li> </ul>	<p>Performance assessment and the use of performance indicators</p> <ul style="list-style-type: none"> <li>• What should we measure?</li> <li>• Using measurement to learn and develop</li> <li>• Dashboard reporting</li> </ul>
Day 4	<p>Creating the right conditions</p> <ul style="list-style-type: none"> <li>• Building a supportive culture</li> <li>• Budget and target setting</li> <li>• Finance Business Partnering</li> </ul> <p>Different models for performance management e.g.:</p> <ul style="list-style-type: none"> <li>• European Foundation for Quality Management (Europe)</li> <li>• Capability Reviews (UK, Australia)</li> </ul>	<p>Governance and scrutiny:</p> <ul style="list-style-type: none"> <li>• The role of governors</li> <li>• Internal and external audit</li> <li>• Inspectorates</li> </ul> <p>Managing change: responding to economic, geopolitical and other events</p>
Day 5	<p>Value for money:</p> <ul style="list-style-type: none"> <li>• What does it mean?</li> <li>• A case study on applying the concept</li> <li>• How to adapt the principles to your organisation</li> </ul>	<p>Putting developments into practice</p> <p>Workshop conclusions</p> <ul style="list-style-type: none"> <li>• Action planning</li> <li>• Review and evaluation</li> <li>• Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

## Workshop Directors

The Workshop Directors for week one will be Dr Peter Boulding and Jane Squire.

Peter is an experienced public sector trainer and consultant. He trained in accountancy with the UK National Audit Office where he carried out financial audits in many UK Government and was a key team member in several regulation and privatisation performance audits. He is a fully qualified professional accountant (full member of the Chartered Institute of Public Finance and Accountancy) with more than 30 years of experience of providing technical leadership in Public Financial Management (PFM) and Public Sector Reform (PSR). Peter has expertise in strengthening the audit, financial management and control capacity of public sector institutions. He has worked with Auditor General Offices in numerous countries including Afghanistan, Bangladesh and Trinidad and Tobago. While Deputy Director of International at CIPFA he organised a major conference for the Commonwealth (with PEFA and the World Bank) covering International Public Sector Accounting Standards implementation for Accountants and Auditors Generals from 18 countries. He managed the development of the OECD-DAC *Practitioners' Guide to PFM Capacity Development*. As a senior member of CIPFA's international team he led several professionalisation and training initiatives and helped launch the *Whole System Approach to Public Financial Management*. Peter is a trainer for the International Organisation of Supreme Audit Institutions' Performance Management System. He is currently an associate tutor for the CIPFA professional qualification for UK and international students. Peter's PhD is in Economic and Social Geography from the University of Durham.

Jane has six years' operational financial management experience and 33 years' external audit, consulting and training experience. She has worked in both the private sector and the public sector, including spending 20 years at the National Audit Office (NAO), working on performance audit (e.g. evaluation of the cost of accidents within the UK hospitals). She has experience in the UK and overseas including in the USA, Middle East, Japan and 11 countries in Europe. Jane carries out high profile independent reviews of financial management, corporate governance, performance management, internal audit and risk management, in UK central government, agencies and local government. She has extensive training experience both at professional qualification level (e.g. CIPFA in Slovenia) and for organisational transformation (e.g. 10 years at the European Court of Audit). Jane is a qualified accountant in the public sector (member of the Chartered Institute of Public Finance and Accountancy) and holds the Association of Project Managers qualification. She has published technical papers for CIPFA and the World Bank and is a senior examiner of the BSc Applied Accounting degree at Oxford Brookes University. Jane holds an MSc in Environmental Pollution Control.

The Workshop Director for week two will be Dr Phil Gibby.

Phil has in-depth experience in performance management. He is a qualified accountant and former Director of Value for Money in the UK National Audit Office. He understands the challenges of having to meet performance targets with limited resources when bound by public sector rules and having to operate in a political environment. He has a PhD on the conceptualisation of value for money and also provides advice and guidance to a range of central and local government organisations, as well as NGOs.

## How to apply

Please complete the PAI application form online via our website:

<https://public-admin.co.uk/booking-form/>

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed please 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 the two-week workshop will be £4,145. The fee for attending just week one is £2,465 and for attending just week two is £2,415. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, travel and one night's accommodation while on the visit outside London during week one<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 for future reference and follow up. 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 also accept payment by credit and 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 an appropriate substitute at any time without penalty, but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop, but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

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

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

## Insurance

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

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



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