

# Managing the Performance of Your Organisation



One-week professional development workshop  
9 to 13 October 2023 in London  
4 to 8 December 2023 in London



BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

### 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 change to each new challenge we face – whether responding to economic downturns, increases in energy costs 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 the performance of their organisations, 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 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.

### Who is the workshop for?

We have designed the workshop specifically for public sector organisations – central, state and local government bodies – as well as parastatals and NGOs.

It will be especially beneficial for senior managers who:

- Are responsible for maintaining or introducing performance management
- Are involved in business planning, corporate performance, reform projects and governance issues
- Need guidance on value for money
- Are leading organisational change management programmes.

The workshop will also be of interest to people working for organisations involved in governance, audit, evaluation and civil service reform policy. Aid donors/international development partners and consultants will also find the programme valuable in understanding current responses to the challenges that organisations face.

### 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, 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 workshop will cover

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

Workshop 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:**

	AM	PM
Day 1	Welcome and introductions What is performance management (PM)? Why is it important? Previous approaches to performance measurement	Analysis of how geopolitical issues, economic change and other events can impact on organisational management  Participants' informal presentations Performance frameworks Outline of the steps required for success
Day 2	Agreeing the important elements: <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>	Managing and developing staff: <ul style="list-style-type: none"><li>• Understanding staff perceptions</li><li>• Agreeing objectives and target</li><li>• Appraising performance</li></ul>
Day 3	Agreeing the important elements (continued) <ul style="list-style-type: none"><li>• Target Operating Models</li><li>• Stakeholder analysis and consultation</li><li>• Governance arrangements</li></ul>	Performance assessment and the use of performance indicators <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	Creating the right conditions <ul style="list-style-type: none"><li>• Building a supportive culture</li><li>• Budget and target setting</li><li>• Finance Business Partnering</li></ul> Different models for performance management e.g. <ul style="list-style-type: none"><li>• European Foundation for Quality Management (Europe)</li><li>• Capability Reviews (UK, Australia)</li></ul>	Governance and scrutiny: <ul style="list-style-type: none"><li>• The role of governors</li><li>• Internal and external audit</li><li>• Inspectorates</li></ul> Managing change: responding to economic, geopolitical and other events
Day 5	Value for money: <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>	Putting developments into practice  Workshop conclusions <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 Director**

The Workshop Director for week two will be 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 is currently finalising 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 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 workshop will be £2,415. It includes tuition, travel to and from one of the London airports into central 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 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

## Cancellation (continued)

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 are provided

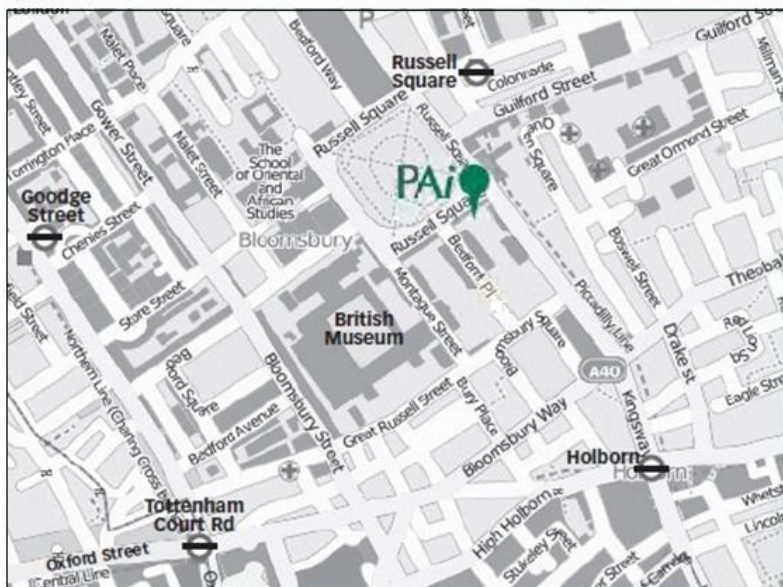
## Who we are

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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