

# Corporate Governance and Board Effectiveness



One-week professional development workshop  
25 February to 1 March 2019 in Dubai  
20 to 24 May 2019 in London  
9 to 13 September 2019 in London  
7 to 11 October 2019 in Kuala Lumpur



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BRITISH ACCREDITATION COUNCIL  
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### About the workshop

Corporate governance is rapidly gaining the profile and prominence it deserves. Corporate governance is about *how* an organisation acts. It is the means by which an organisation agrees its strategic framework (vision, mission and values) and ensures that it meets its key objectives. Effective decision making, risk management and performance management are key elements of corporate governance and form a substantial part of this workshop. But, it is also about openness and accountability and, critically, the culture of the organisation. These factors are as critical in both private and public sectors.

Many countries are developing more sophisticated capital markets and a range of industrial and commercial enterprises. Regulators insist on effective corporate governance in regulated companies. Governments are developing regulatory frameworks to try to ensure that multi-national companies, state-owned enterprises and parastatal organisations act in responsible ways. Governments are also looking at new models of operating services, particularly more commercially oriented ones, free of the direct control of Ministries. This emphasises the need for more effective corporate governance in both public and private sectors.

Sound resource and performance management and high standards of probity are vital to good corporate governance. This workshop will examine best practice in terms of forming and monitoring a strategic approach to the application of human, financial, information and asset resources. Improved financial reporting can support corporate governance through improved risk and performance management, better reporting and helping the decision-making process.

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

### Who is it for?

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

### How participants will benefit

During the week you will explore:

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

*“The programme was very well run and the training venue was good interactive programme. Use of well experienced facilitators and field visit for enhanced exposure are key features of the programme.”*

Lazarus Akunga Kimang’u

Board Member

Public Sector Accounting Standards Board, Kenya

### What the workshop will cover

The workshop will include seminar sessions, discussions, case studies, practical work and visits. Workshop notes, presentations and a range of different materials will be provided on a sim-enabled Android tablet for you to use during the workshop and for future reference and follow up. It has been designed to be flexible so that it can be adjusted wherever practicable to your requirements and those of your organisation.

You will be able to:

- Appreciate the contribution of good corporate governance
- Understand the role and function of a Board
- Contribute to Board effectiveness through teamwork
- Recognise the importance of vision and mission and values
- Appreciate the need for leadership
- Understand the role of non-executive Directors
- Appreciate how decisions should be made
- Understand how resource planning contributes to better governance
- Recognise the importance of improved risk and performance management
- Contribute to improved overall accountability and openness.

### Programme outline

|       | AM  | PM  |
|-------|---|---|
| Day 1 | Welcome and introductions<br>An overview of corporate governance: definition and scope<br>Principles and features of effective corporate governance and Boards                            | Strategic and business planning<br>Stakeholder engagement   |
| Day 2 | Ethical and cultural development<br>The supporting strategies: <ul style="list-style-type: none"><li>• Human resources</li><li>• Finance</li><li>• Assets</li><li>• Information</li></ul> | Performance management  |
| Day 3 | Reporting and decision making   | <i>Visit to a Government Department / a Select Committee in Parliament</i>  |
| Day 4 | Risk management and the control environment<br>Internal and external audit  | Developing an effective Board <ul style="list-style-type: none"><li>• Roles and responsibilities</li><li>• Non-executive Directors</li><li>• Skills and qualities</li><li>• Developing capability</li></ul> |
| Day 5 | Action planning: participants' reports<br>Developing the organisational change requirements   | Participants' development needs analysis<br>Evaluation of the workshop<br>Presentation of certificates of attendance  |

We reserve the right to change the programme as necessary.

### Language

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

### Location and arrival arrangements

The workshops in May and September are 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 for the London workshops only.

### Fees

The fee for the workshop will be £2,245 for London or £2,300 for Dubai or Kuala Lumpur. 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 sim-enabled Android tablet for you to use during the workshop and take home with you. We also provide a light lunch and refreshments during each working day as part of the fee.

### Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. 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 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 21 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.

### Substitutions and transfers

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

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

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

### Insurance

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

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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.

## Workshop Directors

The Workshop Directors will be Ken MacNeill and Jim Brooks.

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

Jim is a management and financial consultant. He was previously a Chief Executive Officer for a UK local authority and before then the City Treasurer of Manchester City Council. He has worked extensively as a consultant in the public sector. As well as heading up the Treasury Management team, Jim has developed a range of new products aimed at providing additional strategic, financial and managerial support to public sector organisations. He acts as a mentor and coach to a number of Chief Executives and Chief Officers and he regularly writes for the Municipal Journal on financial and management issues. Jim has also been a project examiner for the CIPFA accounting examinations and served as Chairman of the External Assessors at Liverpool Polytechnic (now John Moores University) for over 10 years. He was Chairman of the Financial Information Service for CIPFA and served on CIPFA's Executive Committee. He is a specialist in governance and decision-making, management structures, strategic planning and corporate management and continues to undertake strategic level financial assignments in the public sector.

## 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.

## How to apply

Please complete the PAI application form and post, fax or email it to Clare Walters, Programme Manager, at the address on the bottom of the page.

You can also apply online via our website [www.public-admin.co.uk](http://www.public-admin.co.uk)

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.

Where we are



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