

# From Policy to Legislation



One-week professional development workshop  
1 to 5 September 2025 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

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 you 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.

Assuming the policy needs the backing of the law, it is important for policy-makers to understand what it is that legislative drafters have to do and what drafters need to know. Such an understanding can considerably assist with the drafting of effective instructions and cut down the amount of time taken in meetings that might otherwise be needed to clarify policies.

The workshop approaches the subject primarily from that of parliamentary counsel, but also from that of policy-makers who need 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.

You will hear from experts in the field and also have the opportunity to put the translation process into practice by undertaking written exercises. These will be assessed by the Workshop Director and the results will be examined, and suggestions for improvements made in structured feedback sessions.

### Who is the workshop for?

The workshop is designed mainly for senior public sector policy-makers and those who need to instruct parliamentary counsel on the preparation of legislation needed to implement government policy. It is not assumed that participants will have had any legal training, but the workshop can also be useful for understanding this process by those that have. It can also serve as a reminder to people responsible for drafting legislation as to the context in which they need to operate.

### 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.

### What the workshop will cover

During the week you will be able to:

- Understand what it is that parliamentary counsel need 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.

The workshop has been designed to be flexible so that it can be adjusted wherever practicable to your particular requirements. Whether you have previous experience of drafting or not, you will have training and supervision to suit your experience.

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.

**Programme outline:**

	AM	PM
<b>Day 1</b>	Welcome and introductions  The background: what are we talking about?  Participants' informal presentations  Starting off: working up your policy; when do you need legislation.	Exercise 1: Working up the policy re Scenario A  How to write drafting instructions  Exercise 2: Writing drafting instructions re scenario A
<b>Day 2</b>	The four stages of the legislative process	Exercise 3: Formulating policy re scenario B
<b>Day 3</b>	Common legislative solutions: criminal offences, powers of entry and giving notice  Exercise 4: Analysis and working up instructions re scenario C  Formulating instructions on scenario D	Exercise 5: Analysis of instructions  Working together: some tips  A practical drafter's perspective
<b>Day 4</b>	Outline of the drafting process and structure of legislation  Exercise 6: Improving the structure  Introduction to plain language  Exercise 7: improving the language	Reviewing the draft  Exercise 8: Study of draft
<b>Day 5</b>	Final stages and implementation  How to make laws that work  Time for one-to-one with tutor	Review of course and points to take away  Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

**Workshop Director**

The workshop Director will Lucy Marsh-Smith.

Lucy has an LL.B (Hons) from the University of East Anglia and an LL.M (Public Law) with distinction from the University of London with distinction as well as a Master's Degree in Jersey Law. She has over 30 years' experience of drafting legislation in three jurisdictions and currently heads Jersey's Legislative Drafting Office. She leads on in house training for both trainee drafters and for policy officials and is a tutor on the post graduate diploma in legislative drafting at the University of Athabasca, Canada.

Lucy will be assisted by Professor Gavin Drewry. Professor Drewry is an Emeritus Professor of Public Administration in the Department of Politics and International Relations at Royal Holloway, University of London. He is a specialist in public administration and public law and has published widely in the field. He is also an experienced tutor and presenter.

The other course participants are:

Julian West, who had a career at the UK Department of Environment, Food and Rural Affairs (DEFRA) centering on veterinary policy relating to animal health, animal welfare and meat hygiene. His role, together with veterinary advisers, was to develop UK policy and to negotiate EU Directives and Council of Europe recommendations on animal health and welfare. A large part of his task was to work with DEFRA lawyers to implement the EU texts into UK law. Since retiring from DEFRA Julian has been assisting the veterinary team in Jersey to prepare instructions for the legislative drafters to update their animal health and welfare legislation.

Paula Beckwith qualified as a solicitor in England in 1991. After four years in private practice she joined the Government Legal Department in the UK and spent 25 years working in a range of departments. Much of that time was spent drafting secondary legislation and working on Bills, helping officials turn their policy objectives into instructions for Parliamentary Counsel to draft the primary legislation. Since 2020 Paula has been working as a legislative drafter on a consultancy basis for both the UK Government and Jersey.

Jennifer Cartwright spent the early part of her career as a solicitor with a City of London firm before joining the UK Office of Parliamentary Counsel. During the course of a 17-year career at the OPC, Jennifer was responsible for drafting primary legislation on a diverse range of subject areas (including welfare reform, health and social care, environmental law and tax) and dealing with related matters of Parliamentary procedure. In addition, she spent periods on secondment as an in-house drafter at the Law Commission and as an advisory lawyer at the Electoral Commission. Since leaving OPC, Jennifer has worked on primary and secondary legislation for the Legislative Drafting Office in Jersey, including leading on a package of elections legislation and various tax law projects. She has also undertaken legislative projects for the Welsh Government, the Office of Parliamentary Counsel in the Republic of Ireland and UK Government Departments.

**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 £2,550 is payable no later than 21 days before the first day of the workshop. It includes tuition, travel to and from the airport 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 for future reference and follow up. We also provide 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. 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.

### Cancellations

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 or fewer 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.

### Substitutions and transfers continued

*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.

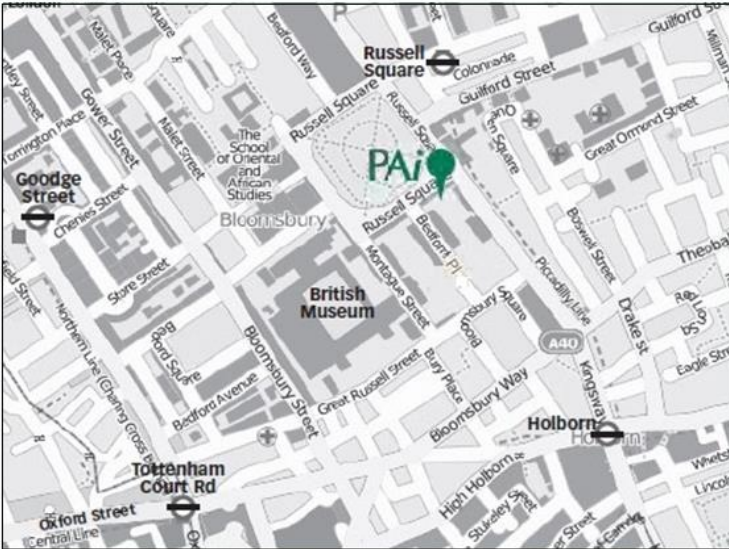
## Who we are

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

56 Russell Square London WC1B 4HP UK

T: + 44 (0)20 7580 3590 F: + 44 (0)20 7580 4746 E: [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk)