

How to Conduct Functional Reviews:

A toolkit for practitioners



One-week professional development workshop
13 to 17 October 2025 in London



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About the workshop

The ever-changing environment requires public and private organisations to be agile in meeting the demands of customers and stakeholders, remain competitive and be able to deliver services and goods effectively and efficiently. Change is triggered by a variety of factors - a political change of power and philosophy, legislative reforms and treaties, financial crisis and cash shortages, gaps in performance, new technologies, social demands, climate and environmental change. Amidst a period of dramatic changes in the environment, cuts to budgets, staff and resources, the ability to respond quickly to change requires an understanding of the current state of the organisation and what led it to the position in which it finds itself. Once this is established the next steps are to determine how to respond and the direction to take in developing options for a new business model.

This workshop provides a toolkit to look in depth into an organisation, identify the challenges it faces and provide options for change to develop structures and strategies fit for the future.

Who is the workshop for?

This workshop is designed for management and policy analysts, efficiency and management services practitioners, project managers, human resource management specialists and senior decision-makers who require an understanding of the role and importance of organisational reviews. These will include:

- Public servants
- Public sector reform specialists
- Private sector managers and project staff
- Civil society organisation staff who have responsibility for improving the services they provide
- Others concerned with making the public and private sectors work more effectively for the benefit of all citizens, to receive the services they require.

How participants will benefit

By the end of the workshop, you will have improved your understanding of and ability to:

- Assess the need for change in organisations and what creates that requirement
- Plan an organisational review
- Understand stakeholders, their role and their impact on change and how to manage their involvement in the review
- Analyse an organisation's structure, functions, capacities and capabilities
- Design appropriate models and options relevant to organisational mandates, policies and strategies for delivering services and goods
- Assess and cost options for changes to structures, functions and occupations.

What the workshops will cover

During the workshop you will:

- Explore the need for change in an organisation and how the environment in which it operates affects the way it operates
- Be introduced to different business and organisational models for the structure and operations of an organisation
- Develop a wide range of skills, tools and techniques for analysing the internal and external factors affecting an organisation and designing and creating new structures and operating models
- Be able to use what you have learnt to analyse your own organisation's need for change and use methods for designing and assessing the relevance and appropriateness of the new structures and systems.

You will be invited to give an informal presentation on your own systems and to talk about the particular challenges faced in improving the functions and administration of your organisation or that of the sector in which you work.

The workshop will include briefing and technical skills sessions, discussions, case studies, practical work, presentations and a visit to a public sector institution. It has been designed to be flexible so that it can be adjusted wherever practicable to meet your specific requirements and those of your organisation.

Programme outline:

	AM	PM
Day 1	Welcome and introductions <ul style="list-style-type: none"> • Overview of the workshop • Participants' expectations • What are organisational reviews and why they are required? The role of the organisational reviewer and their skills	<ul style="list-style-type: none"> • The process of review: what needs to be analysed? • Planning the review, scope and Terms of Reference Participants' informal presentations of the challenges for their organisation: selecting a project
Day 2	<ul style="list-style-type: none"> • The role of the organisation: what needs to be done and by whom? • Organisational structures and business models 	Tools and techniques for analysis: <ul style="list-style-type: none"> • Environmental analysis • Stakeholder analysis Practical exercise in the use of the tools: a case study
Day 3	Tools and techniques for analysis: <ul style="list-style-type: none"> • Interviews and questionnaires • Observations and activity sampling • Practical exercises 	Tools and techniques for analysis: <ul style="list-style-type: none"> • Business process reengineering • Job analysis Practical exercises
Day 4	Tools and techniques for analysis: <ul style="list-style-type: none"> • Statistical analysis and workload assessment • Staffing levels: how many do we need and what types of occupations? • Labour and running costs assessment 	Options for change <ul style="list-style-type: none"> • Identifying the alternatives • Assessing the appropriate option <ul style="list-style-type: none"> ○ Cost utility analysis ○ Cost benefit analysis • Do we need this organisation? How else could the service be provided? • Case study and practical exercises
Day 5	<ul style="list-style-type: none"> • Introduction to managing the changes • Organisational reporting: structuring your report • Reorganisation case study practical exercise 	<ul style="list-style-type: none"> • Participants' presentations of case study results • Review, feedback and scope for follow-up: what will I do on return to my organisation? • Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Workshop Directors

The Workshop Director will be Stephen Catchpole.

Stephen has had almost thirty years' experience of public sector performance and review work as a civil servant in the UK, working in Ministries, the Cabinet Office and the former Civil Service College. In the last 25 years as a consultant, he has led a variety of international organisational review programmes and projects for a range of public sector institutions, international donors, other consultancy firms, academic institutions and non-government organisations in transforming or creating new structures, policies and strategies for public sector organisations. He has worked on these issues in Albania, Armenia, Barbados, Botswana, Bulgaria, Ethiopia, The Gambia, Ghana, Grenada, Kazakhstan, Lesotho, Namibia, Nigeria, Romania, Serbia, Siberia, Sierra Leone, Malaysia, Mozambique, St Helena, South Africa, Tanzania, Tristan da Cunha, Turks and Caicos Islands, Uganda, Russia, Zambia, Zimbabwe and the UK.

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 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 workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. It includes tuition, travel to and from one of the airports in London, travel on scheduled visits which form part of the programme¹, 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 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.

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.

¹ 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



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