

# Corporate Governance and Board Effectiveness



One-week professional development workshop  
19 to 23 May 2025 in Dubai



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BRITISH ACCREDITATION COUNCIL  
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PAi is accredited by the  
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for Independent Further and Higher Education

### About the workshop

High standards of corporate governance are at the heart of high performing organisations. It is about how an organisation acts, agrees its strategic framework (vision, mission and values) and ensures that it meets its objectives. It is concerned with the pursuit of high performance. In both the public and private sectors, it has been shown that organisations and countries applying good corporate governance perform substantially better than those that do not. Corporate governance is a wide-ranging area and this workshop aims to distil the necessary elements in a structured manner.

Sound resource and performance management and high standards of probity are core elements of good corporate governance and achieving the objectives set. This workshop will examine best practice in forming and monitoring a strategic approach to the application of human, financial, information and asset resources.

Effective decision making and performance management are key elements of corporate governance and form a substantial part of this workshop. Bringing together human resource, risk, financial and asset management into a coherent overall plan is a key part of that approach. If these strategies are pulling in the right direction the prospects of success are much improved.

Technology, including Artificial Intelligence (AI), coupled with the aftermath of the pandemic, has changed the ways in which many organisations work and interact with customers, service users or citizens. The workshop will examine how these factors should be managed so as to maximise the available opportunities while mitigating the attendant risks. Additionally, environmental, social and governance (ESG) factors are now critical. The workshop will cover these aspects in terms of strategic focus and decision making.

Effective boards make a big difference to organisational focus and performance and to ensuring that objectives are effectively and appropriately pursued. This workshop examines and explores the ways in which boards should be constructed, including their sub-committees. 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 the workshop for?

The workshop is aimed at people operating at or around board level. It is highly interactive and will feature case studies looking at good and bad examples of corporate governance. You will be encouraged to work with other participants and to develop an action plan to take back to your 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 challenges
- Risk and performance

### What the workshop will cover

The workshop will include seminar sessions, discussions, case studies and practical work. It has been designed to be flexible so that it can be adjusted wherever practicable to meet your requirements and those of your organisation.

You will be able to:

- Appreciate the contribution of good corporate governance and good decision making
- Recognise the importance of vision, mission and values
- Understand the role and function of a board
- Understand how integrated strategies for HR, finance, assets and information can be developed
- Consider how your organisation should address technological change and ESG criteria
- Apply improved risk and performance management
- Consider how best to undertake contingency planning for major crises, such as pandemics
- Understand personal characteristics of an effective board member
- Contribute to board effectiveness through teamwork
- Understand the role of non-executive Directors.

## Programme outline

	AM	PM
<b>Day 1</b>	Welcome and introductions An overview of corporate governance: definition and scope  Principles and features of effective corporate governance and boards	Participants' informal presentations Setting the vision, mission statement and values  Stakeholder engagement
<b>Day 2</b>	The supporting strategies: <ul style="list-style-type: none"><li>• Human resources</li><li>• Finance</li><li>• Assets</li><li>• Information and technology</li></ul>	Performance management The changing environment <ul style="list-style-type: none"><li>• Technology</li><li>• ESG</li></ul>
<b>Day 3</b>	Reporting and decision making	Organisational development: designing and securing transformational change
<b>Day 4</b>	Risk management and the control environment  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>
<b>Day 5</b>	Action planning: participants' reports  Developing the organisational change requirements	Participants development needs analysis  Evaluation of the workshop  Presentation of certificates of attendance

We reserve the right to change the programme if necessary.

## Workshop Director

The Workshop Director will be Ken MacNeill.

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 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; design and implementation of financial and administrative systems; procurement of a wide range of services, including strategic partnerships; identifying process improvements for a public sector organisation. Recent work includes advising on International Accounting Standards in Africa and the Caribbean. He has also worked with the UK National Health Service and UK central government ministries, including the Foreign, Commonwealth and Development Office, HM Customs and Excise, the Ministry of Justice and the Department for Work and Pensions.

## 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 Dubai. We will confirm the exact location after you have booked a place on the workshop.

### Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop. 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.

### 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 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 Dubai, 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 United Arab Emirates Embassy confirming refusal of a visa and providing you have not entered the UAE.

### 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.*

[\(http://www.public-admin.co.uk/terms-and-conditions-for-booking/\)](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

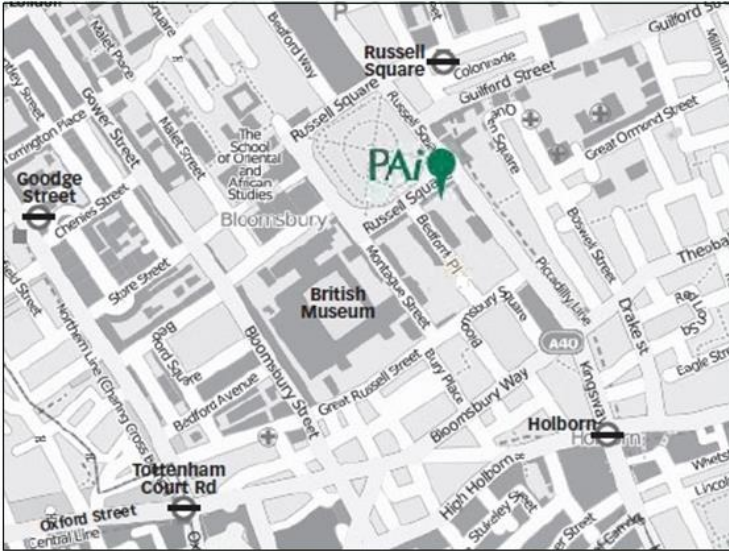
## Who we are

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



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