

# Digital Transformation of Public Services and the Pros and Cons of Artificial Intelligence



One-week professional development workshop  
6 to 10 October 2025 in London



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BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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### About the workshop

Over the past decades, digital technologies have been profoundly transforming all sectors of the economy and – even more broadly – whole societies. Despite the commonly held belief that the public sector may be somewhat slow to embrace innovation, many public authorities have digitised both their services and their internal processes. As new technologies keep emerging, nowadays the public sector has the opportunity to innovate further and improve its interaction with businesses and citizens, truly propelling itself onto an era of digital transformation.

Potentially, digital transformation can deliver great benefits for governments worldwide. Fully realised, the benefits of digital transformation can touch every area of the public sector, driving improved administrative efficiency, while delivering social, economic and environmental benefits for governments, private companies and citizens. Being in a nascent phase means that there is also an opportunity to co-create solutions that are centred around end users, by engaging citizens and businesses through service design methodologies at the beginning of the process.

Digital transformation can radically improve the efficiency of governments, the quality of services for citizens and create the conditions for start-up growth. The ultimate goal of this workshop is to support public administrations in the adoption of cost-effective and flexible digital solutions and strategies.

Specifically, the workshop will focus on the use and analysis of digital transformation solutions and strategies to transform decision-making and service delivery practices at all levels of government in order to achieve better value and outcomes for citizens and businesses.

### Who is the workshop for?

The workshop is designed for policy makers and decision makers who plan, implement, manage or evaluate the implementation of digital technologies and strategies for transforming the inner work of public sector organisations. Whilst there is some technical content from various IT, engineering, economic and political science disciplines, you do not need to have expertise in these areas.

### How participants will benefit

The workshop will enable you to:

- Understand the principles and management of transforming the decision-making process and the delivery of public services
- Make critical judgments about challenges, bottlenecks and enabling factors of adopting disruptive technologies and implementing digital transformation strategies
- Be knowledgeable about smart city best practices and champions
- Procure and manage digital transformation solutions and services efficiently and effectively
- Mentor colleagues on the benefits of digital transformation and in how to implement digital transformation solutions effectively.

For the duration of the workshop you will work in groups to learn how digital technologies impact public services and policy making activities in areas such as mobility, health, governance and participation, education, social welfare, crime and justice, energy consumption and environmental sustainability. You will work with different methods of evaluation to see how they can be used to establish the impact of policies.

### What the workshop will cover

The workshop will focus on strategies and technologies for digital transformation and the process of their procurement, adoption, implementation and evaluation. It will also provide a set of guidelines and recommendations for decision-makers on how to implement what they learned in their daily activity.

During the week, the workshop will develop your understanding of:

- Benefits of digitally disrupting the traditional public administration
- Drivers and enablers for digital transformation
- Existing solutions and best practices
- Challenges and risks of digital transformation
- Enablers and mitigation actions
- Stakeholder engagement and onboarding
- Business case development
- Developing implementation and delivery plans
- Advanced visualisation and visual analytics tools, as well as decision support systems
- Evaluating digital transformation plans and the implementation of digital transformation solutions.

The workshop has been designed to be flexible so that it can be adjusted wherever practicable to meet your particular requirements and those of your organisation. You will be invited to give an informal presentation on possible applications of digital transformation in your country.

## Programme outline:

	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Data and technology-driven public sector transformation</p> <ul style="list-style-type: none"> <li>• Introduction to public sector transformation</li> <li>• Technologies in transforming governments</li> <li>• Interaction between human, institutional and algorithmic decision-making</li> </ul>	<p>Participants' informal presentations</p> <ul style="list-style-type: none"> <li>• Involvement of citizens in decision making</li> <li>• Involvement of citizens in public services co-creation</li> </ul>
Day 2	<p>Data technologies and analytics for policy and governance:</p> <ul style="list-style-type: none"> <li>• Data sources: personal, proprietary, administrative data, official statistics, open public sector information, high value data sets</li> <li>• GovTech, RegTech, government as a platform</li> <li>• Internet of Things, cloud-edge continuum, decision support systems</li> </ul>	<p>Focus on artificial intelligence (AI) and GenAI:</p> <ul style="list-style-type: none"> <li>• Definition and main aspects</li> <li>• Public sector applications</li> </ul> <p>Focus on metaverse and virtual worlds:</p> <ul style="list-style-type: none"> <li>• Definition and main aspects</li> <li>• Public sector applications of virtual worlds</li> </ul>
Day 3	<p>Governance and management:</p> <ul style="list-style-type: none"> <li>• Data management</li> <li>• Data collection and storage</li> <li>• Data spaces</li> <li>• Data interoperability</li> <li>• Data stewardship and intermediaries</li> </ul>	<p>Change management:</p> <ul style="list-style-type: none"> <li>• The nature of change in a turbulent world</li> <li>• Tools and techniques for analysing the drivers and needs for change</li> </ul> <p>Leadership:</p> <ul style="list-style-type: none"> <li>• Planning for change and overcoming resistance</li> <li>• Analysing the environment and dealing with risk</li> <li>• Engaging with stakeholders</li> </ul>
Day 4	<p>Challenges and mitigation actions:</p> <ul style="list-style-type: none"> <li>• Digital ethics and humanism</li> <li>• User centricity</li> <li>• Digital wallet</li> </ul> <p>Strategies for digital transformation implementation:</p> <ul style="list-style-type: none"> <li>• Digital teams</li> <li>• Roadmaps and recommendations</li> <li>• GenAI in the public sector</li> </ul>	<p>Using AI in government:</p> <ul style="list-style-type: none"> <li>• Comparisons with other sectors</li> <li>• Concerns about using AI</li> <li>• The future of AI government</li> </ul>
Day 5	<p>Case studies on strategies for digital transformation implementation:</p> <ul style="list-style-type: none"> <li>• Envisioning the future of GovTech and trends in GovTech</li> <li>• Road mapping GovTech 2050</li> <li>• Innovation districts and the role of digital transformation</li> </ul>	<p>Participants' action planning for the future</p> <p>Review and evaluation of the week, scope for follow-up</p> <p>Presentation of certificates of attendance</p>

We reserve the right to change the programme as necessary.

## Workshop Director

The Workshop Director will be Francesco Mureddu.

Francesco is an analyst and strategist in innovation and technology policies. He drives the design and delivery of consultancy and research projects in a wide variety of topics including the impact of Digital Transformation, Big data and Artificial Intelligence, e-government, Smart cities, ICT-enabled social innovation, future science, Citizen Science, research and innovation policies, health. Francesco uses a wide array of methodologies, including evaluation and impact assessment of policy initiatives and projects, policy development and benchmarking, technology road mapping and scenario development, economic and econometric modelling, cost/benefit and sensitivity analysis, stakeholders' consultation and engagement. He is currently Senior Director at the Belgian Think Tank, the Lisbon Council.

Aside from his primary activity, he serves as partner and business development consultant for the consultancy start-up DataPower s.r.l. and for the cybersecurity start-up Intelligence Framework inc., Research Fellow at Polytechnic University of Milan - Department of Design, Research Fellow at Katholieke Universiteit Leuven - Public Governance Institute, as well as consultant for several clients including Intellera Consulting, Grimaldi Lex, University of the Arts London, PwC Italy, KPMG Italy, NOVA, JRC Seville, Outsight s.l., Region Emilia-Romagna (Italy), Proter s.r.l. and I2Grow s.r.l. He is a trainer in Project Management, Agile and Lean Management, Digital Transformation, Corporate Finance, Evidence Based Policy Making, and Proposal Writing. He has an MA in Economics from the Catholic University of Louvain and a PhD in Economics from the University of Cagliari and is able to work and interact in English and Spanish.

Francesco has raised over 9M EUR in funding for his clients, out of which about 5M EUR for the Lisbon Council since 2017. Finally, he regularly serves as track chair in the conference EGOV-CeDEM-ePart, he is one of the general chairs and regional chair EMEA for Data for Policy 2022, and he is Area Editor for Area 1: Data Driven Transformations in Policy and Governance, for the journal Data and Policy, Cambridge University Press. Currently, he is coordinator of the projects Road-STEAMer, SPOTTED (CEF-TC-2020-2) and EDIAQI, totalling over 10M EUR.

## 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, 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 the airport in London, travel on scheduled visits which form part of the programme, 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.

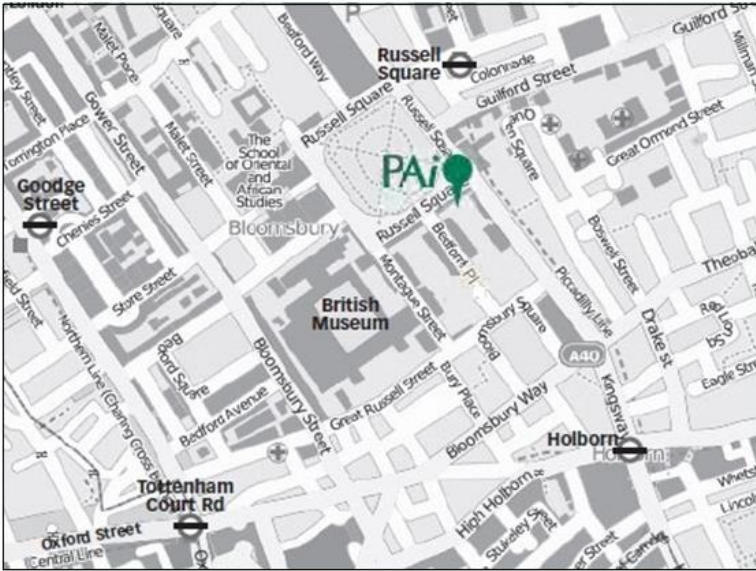
## Who we are

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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