

# Translating Strategy into Policies that Work



One-week professional development workshop  
3 to 7 November 2025 in London



PAi is accredited by the  
British Accreditation Council  
for Independent Further and Higher Education

### About the workshop

Strategy is crucial to building an organisation that is focused on the future, while developing policies that work today. This is essential if we are to provide services to citizens that improve their lives and build their trust in Government. Short-term thinking, lack of engagement with stakeholders as part of the process and weak understanding of how to identify and manage risks have all contributed to numerous policy failures.

This workshop will provide a framework, together with a suite of tools and techniques for developing strategy, policy and scenario planning, through a series of practical exercises based on a case study. You will hear from a UK strategy unit and other practitioners and consider examples of best practice.

The workshop will enable you to establish a series of long-term visions and from that, some medium and short-term objectives and policies, as well as how to implement them, with methods of monitoring and evaluating their success.

During this workshop we will explore what is meant by strategic thinking, scenario planning and policy formulation; use of evidence in policy: stakeholder engagement; establishing the costs of your strategy; planning for implementation; monitoring and evaluation of policy. You will have the opportunity to consider what success in policy might look like, as well as to learn and practise a range of tools and techniques that will help you in your work.

### Who is the workshop for?

The workshop is designed for senior policy officials, officials working in strategy or planning units and those who need to understand the policy process from end to end.

### How participants will benefit

The workshop will enable you to:

- Understand how to set long-term goals and develop policies that will help meet them
- Establish a framework for strategic thinking and policy development
- Recognise the need to plan early for policy implementation and what is involved in that
- Think creatively about policy solutions
- Draw up action plans for delivery, monitoring and evaluation of policy
- Develop your skills in communicating your strategy to others
- Agree and understand a common language about policy and strategy and share good practice with your colleagues.

### What the workshop will cover

This workshop will include:

- Demystifying the terms “strategy” and “policy, and the relationship between them
- A framework/structure for developing effective policy, with a detailed look at each step of the process
- Exploring the drivers of policy and establishing meaningful long and short-term objectives
- Identifying, analysing and working with stakeholders
- Finding and using the right evidence
- Identifying and analysing policy options
- Presenting recommendations to decision-makers
- Possible futures: building scenarios and future-proofing your policy
- Assessing risk and strategic communications in policy
- Implementation planning
- Monitoring and evaluation of policy.

Our workshop will include lectures, discussions, case studies, exercises, briefings by experienced policy professionals, and a visit to a government strategy unit.

It will be highly practical, and you will leave with a set of tools and techniques that you can use in your own work. You will have the opportunity to network and share experience and learning with policy professionals from different countries.

**Programme outline:**

	AM	PM
<b>Day 1</b>	Welcome and introductions <ul style="list-style-type: none"> <li>• Overview of the week</li> </ul> Policy essentials <ul style="list-style-type: none"> <li>• Policy and strategy: definitions</li> <li>• Structure and stages of policy making</li> <li>• Exercise: establishing a policy vision</li> </ul>	Analysis and use of evidence <ul style="list-style-type: none"> <li>• Stakeholder mapping and analysis</li> <li>• What constitutes good evidence?</li> <li>• Making good use of evidence</li> <li>• <i>Presentation from a Government analyst</i></li> </ul> Participants' informal presentations
<b>Day 2</b>	Policy objectives and options <ul style="list-style-type: none"> <li>• Establishing policy objectives</li> <li>• Innovation in policy</li> <li>• Innovation exercise</li> <li>• Using criteria to weigh up options</li> </ul>	Options analysis <ul style="list-style-type: none"> <li>• Objectivity in policy work</li> <li>• Ways of weighing up options</li> <li>• Practical exercise</li> <li>• Presenting your case to decision takers</li> </ul>
<b>Day 3</b>	Foresight and risk <ul style="list-style-type: none"> <li>• Futures thinking: scenario planning and future-proofing your policy</li> <li>• Risk in policy and how to mitigate against the most probable and/or most damaging</li> </ul>	Strategy in action <ul style="list-style-type: none"> <li>• <i>Face-to-face or virtual visit to a government strategy unit: discussion with senior strategy officials</i></li> </ul>
<b>Day 4</b>	Implementing policy <ul style="list-style-type: none"> <li>• Implementation planning</li> <li>• Alternative methods of implementation</li> <li>• Behavioural insights</li> </ul>	Monitoring and evaluation <ul style="list-style-type: none"> <li>• Why these matter</li> <li>• Inputs, outputs and outcomes</li> <li>• Exercise: planning for monitoring and evaluating your policy</li> </ul>
<b>Day 5</b>	Presentations <ul style="list-style-type: none"> <li>• Participants put into practice the tools and techniques learned during the workshop and present them to the group</li> <li>• Feedback and discussion</li> <li>• Action planning – what will you focus on back in the workplace?</li> </ul>	Solving your problems <ul style="list-style-type: none"> <li>• Outstanding issues raised by participants</li> <li>• Final plenary</li> <li>• Evaluation of the workshop</li> <li>• Presentation of certificates of attendance</li> </ul>

We reserve the right to change the programme as necessary.

**Workshop Director**

The Workshop Director will be Zoë Collier.

Zoë is a highly experienced policy professional and trainer, with a long track record of designing and delivering training in policy, strategic thinking and political briefing skills. She spent many years as a policy adviser to Ministers in the UK Government, and was a diplomat, a private secretary to a Cabinet Minister and head of a strategy unit, before being seconded to the UK's National School of Government as a Senior Lecturer in Policy and Government, where she developed her passion for helping others to work confidently and effectively in this field. Zoë has extensive international experience and has worked with civil servants and NGO officials in Europe, the United Arab Emirates, Tunisia, Bosnia and Herzegovina, Kosovo, North Macedonia, Uganda, Sierra Leone and Ghana, to name just a few.

**How to apply**

Please complete the PAI application form online via our website: [www.public-admin.co.uk/booking-form/](http://www.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 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 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<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.

*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.*

[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.

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<sup>1</sup>Travel to and from one of the London airports and on scheduled visits in the workshop are provided at cost.

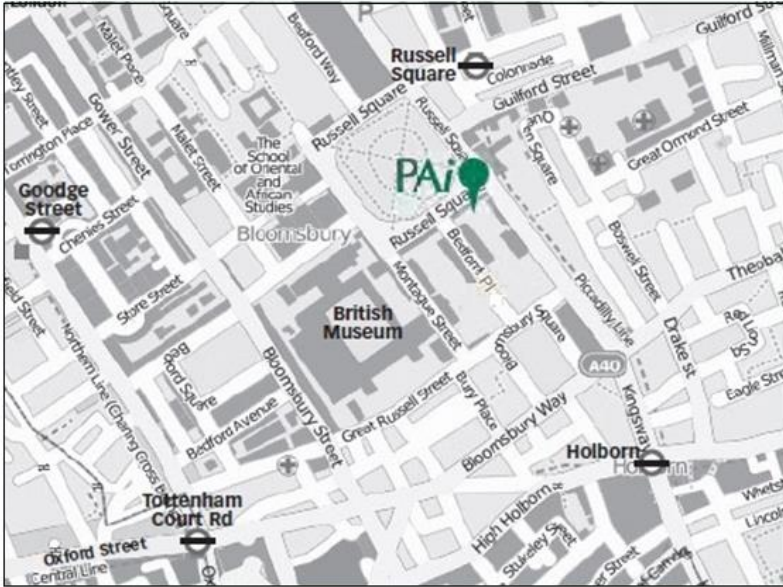
## Who we are

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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