



## Course Directory 2009/2010



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RIPA Energy provides a range of practically focused training programmes that will meet the growing need for effective management and development of your people in delivering sustained organisational success.



RIPA International has been a leading global provider of international public service management training for nearly 60 years. This year we have launched a range of practically focused Energy programmes designed to meet the growing need for effective management and development of your people in delivering sustained organisational success.

Our aim is to assist you and your organisation through compact, interactive and practical learning programmes, to embrace the latest thinking in energy provision – sustainability, security of supply, meeting burgeoning regulatory demands – and the need to develop and enhance energy policies and practices best suited to your local context.

'Clean' and 'green' are the critical slogans emanating from government spokespeople. Pressure is continually being exerted upon energy and utility companies to meet ever growing calls from government and citizens to ensure climate change can be halted through renewable energy and carbon reduction initiatives and programmes.

Simultaneously, strident demands are continually voiced to ensure energy providers maintain and increase necessary energy supply to ever-increasing populations in globally depressed economic conditions.

Attend a RIPA Energy course and obtain key skills in procurement, financial and energy management, auditing, risk, project finance and a host of core skills development areas to ensure that you have the best tools and techniques to help you and your organisation operate effectively in today's globally competitive market place.

**RIPA Energy** – Supporting intelligent energy supply and sustainability.

## Open Training Programmes

RIPA Energy has developed a suite of practically focused programmes that aim to 'cross the divide' between demands for sustainable development and environmental management against the need to ensure the economic well-being and continued wealth generation, not just of individual energy companies, their clients and shareholders, but of their citizens and nations.

## Training Methods and Techniques

RIPA Energy recognises that all individuals will have preferred learning styles. Our practical and relevant learning methods act as catalysts for change, helping to improve and modernise organisational skills and importantly, individual attitudes and behaviour in support of core learning objectives.

The key to measurable success in the provision of learning interventions is the application of underlying principles and best practice in contemporary energy management to each client country or organisation's specific situation and own particular set of circumstances.

Our programmes not only reflect and support global efforts to ensure sustainability and security of energy supply as national and international strategic objectives, but also assist individual energy providers striving to enhance their bottom line and increase individual competitive performance.

RIPA Energy takes a proactive approach, utilising our broad mix of skills and depth of practitioner experience to develop and design programmes that focus on practical solutions to meet the contemporary issues facing our client organisations worldwide. We support a learning climate where participants are able to freely discuss and learn from each other in a shared international forum.

Our Directors of Studies and guest speakers are experts in the energy field, bringing together a broad mix of practitioner and multinational senior executive skills and experience which put RIPA Energy at the forefront of innovation in management learning and development for the energy sector.

## Training Support

RIPA Energy values long-term relationships and we are committed to providing excellent customer care.

We are only too aware of the differences in working environments and cultures between participants attending our programmes. Each participant has unique requirements regarding their learning objectives. A targeted pre-course questionnaire enables us to better understand each participant's particular experience, job responsibilities and learning expectations.

In addition, working on a dedicated personal development plan will enable participants to identify the components of the programme that will offer greater applicability to their organisation's goals and help to ensure they can best fulfill those objectives within their current role and responsibilities.

## Dedicated Resource Leaders

Each of our programmes is led by a dedicated Director of Studies acting as a facilitator and mentor; they are acknowledged experienced practitioners in their specialist area of competence. Rather than working to a 'fixed' or 'imposed' solution, our Directors of Studies, acting as genuine learning facilitators, empower each participant by providing tangible support; offering both a methodology and the tools to continue to develop strategies and processes that transfer skills and knowledge rather than create a learning dependency.

## Transferable Learning

RIPA Energy strongly believes that the accomplishment of learning and development objectives is measurable through successful transferable learning for every single participant who attends one of our programmes – a key reason, why each and every participant is required to complete a personal development plan. The guidelines for the personal development plans promote commitment towards making improvements. They act as a transferable learning tool which will assist in bridging the experience of training with the organisational realities back home.

# Energy Management, Environment and Sustainable Development: Economic and Policy Issues

Course Dates:

05 – 09 October 2009

15 – 19 March 2010

Duration:

5 Days

Fees:

£3,100

## Programme aim

The need to ensure energy utility providers operate within a sustainable development framework is now firmly part of the global climate change agenda and this course explores the policy and economic issues involved in meeting burgeoning energy management challenges. The programme focuses on the ways in which energy producers can improve their environmental management credentials as well as meeting internationally recognised standards, whilst delivering economic growth and improving efficiency in achieving their organisation's business objectives.

The programme provides practical, pertinent and realistic approaches to economic and policy development in the supply of energy. We seek to enhance your knowledge in order for you to build into your organisation's business planning and strategy, key sustainability and environmental management aspects; providing options to better enhance organisational success through tangible inclusion of sustainable development and 'clean energy' provision (including renewable energy) geared to increasing financial gains for your business.

## What you will learn

- Understanding the global setting; climate change, energy suppliers and the environment
- Emerging economic and strategic instruments to deal with energy and environmental management problems
- Corporate responsibility; the role of energy suppliers in achieving sustainable development and 'green energy'
- The socio-economic impact of environmental change and sustainable development
- Using cleaner energy systems; carbon reduction and the use of renewable sources
- Understanding technologies that improve efficiency of transmission, distribution, and end use of energy
- An exploration of the application of international environmental standards to your local context

## Benefits of attending to you and your organisation

On return to your organisation, you will be able to

- Improve your organisation's understanding of the relationship between energy systems and sustainable development
- Obtain greater capacity to ensure energy supply and sustainability whilst pursuing investment growth and profitability
- Help build a consensus across the energy/utility sectors concerning effective energy management through sustainable development
- Overcome sustainable development challenges encountered in daily operations
- Promote energy efficiency and renewables, encourage technologies that offer alternatives for clean and safe energy supply and use
- Find effective ways for developing and transitional economy country energy providers to avoid and reduce the wasteful and destructive factors that have historically characterised energy supply in OECD economies

Explore the policy and economic issues involved in meeting burgeoning energy management challenges

# Supply Chain Management

Course Dates:

12 – 16 October 2009

22 – 26 March 2010

Duration:

5 Days

Fees:

£3,100

## Programme aim

This programme is designed for procurement managers in the energy and utility sector responsible for sourcing suppliers and is intended to support greater effective management of supplier relationships, both domestically but especially on an international footing.

The course will assist participants in developing an effective framework for supplier market assessment, and aims to ensure that optimum results can be obtained in maximising value for money and return on investment in the procurement of goods and services, through international best practice. The course will equip participants with the skills to effectively manage non-domestic and culturally diverse supply chains through the use and adaptation of appropriate procurement models.

The programme offers participants the opportunity to obtain a practical understanding of how to effectively develop and/or enhance a robust supply chain for goods and services for their own organisation; to provide exposure to the practical skills needed to identify cost-reduction and value-added supply chain processes and procedures.

Participants will be able to return to their organisations with the skills needed to select appropriate suppliers that offer maximum returns and obtain the knowledge and skills to effectively assess and evaluate service delivery as a continuous process of improvement in managing their company's supply chain.

## What you will learn

- Developing and enhancing an effective supply chain for international goods and services
- How to manage and sustain a supply chain to deliver value
- Preparing to move beyond domestic sourcing
- Locating international sources
- Determining the type of supplier to utilise
- Single source versus multiple source policy
- Understanding options for managing risk in international supply chains
- Dealing with issues of ethics
- Operating supply chains in low-cost regions
- Issues arising from low cost regional sourcing strategies
- Challenges faced by organisations working in new territories

## Benefits of attending to you and your organisation

On return to your organisation, you will be able to

- Utilise the knowledge and skills obtained during the course to source suppliers effectively both domestically and internationally
- Develop an effective framework for market assessment
- Understand the steps required to undertake an effective supplier appraisal and selection process
- Carry out project reviews and manage continuous improvement linked to supplier development
- Select appropriate options that offer maximum returns
- Be cognisant of likely risks, issues and 'flash points' in supply chain management; especially the procurement of goods and services from non-domestic suppliers
- Gain the tools and mechanisms to employ considered and informed decision making in non-domestic and culturally diverse supply chains
- Understand the impact on supply chain management of international procurement legislation

# International Buying and Commercial Contracts in the Energy and Utility Sectors

Course Dates:

19 – 23 October 2009

12 – 16 April 2010

Duration:

5 Days

Fees:

£3,100

## Programme aim

An understanding of international buying, contract drafting, contract formation and arbitration is essential for energy and utility companies to succeed effectively in today's increasingly competitive and complex global business environment. Having a full grasp of existing international legislative frameworks in respect of commercial contracts in the utilisation of international goods and services, is paramount in ensuring business development activities maximise your company's return on investment and operates within established international private law and codes of practice.

The programme explores effective methods in enhancing international buying that will support this critical component of your organisation's purchasing operations; how to negotiate effectively within appropriate contractual frameworks; provide participants with the necessary expertise to maximise their organisation's capacity to achieve expected business results within highly competitive international markets.

The programme will equip participants with the requisite skills to be able to appraise their existing contract arrangements, plan purchasing and supply policy and implementation, and will highlight the fundamentals of contract law and formation through pertinent case studies, with support from energy utility consultants and practitioners.

## What you will learn

The course comprises a number of elements, including

- Modern buying practices
- Contract terminology and definitions of terms used in the utility sector
- International buying operations including inventory management
- Reducing costs through inventory management
- Overcoming the difficulties of international buying
- International counter-trade
- Reconciling the differing demands of buyers and sellers
- Exploring the UNIDROIT (the International Institute for the Unification of Private Law) principles of international commercial contracts and international commercial contract law
- Drafting and negotiating commercial contracts including contract formation and arbitration
- Applicable law
- The major issues in contracts; price, volume and duration
- Dispute settlement in practice; arbitration and cancellation provisions
- Critical elements of contract administration: theory into practice

## Benefits of attending to you and your organisation

On return to their organisations, participants will be able to

- Benchmark, develop and enhance the operation and activities of their organisation in relation to best practice in international purchasing and contract negotiation
- Identify, understand and reduce the risks involved in trading internationally and associated legal issues
- Utilise their understanding of contemporary international legal frameworks and ensure compliance and make best use of these frameworks to the benefit of their organisation
- Apply the lessons of this course to broaden appropriate markets for the organisation
- Identify the areas of change required for your organisation and the means and know-how to keep abreast of sector-specific international buying trends

# Tariff Design and the Regulatory Process in the Energy and Utilities Sector

Course Dates:

26 – 30 October 2009  
19 – 23 April 2010

Duration:

5 Days

Fees:

£3,100

## Programme aim

The aim of this programme is to equip participants with the core concepts, objectives and techniques of designing and evaluating rate structures in the energy sector. It also offers participants the opportunity to investigate the cost effective regulation of environmental liabilities.

Participants will be introduced to financial analysis, and the basic inputs of tariff development and control. Participants will learn about fundamental approaches and methods of tariff design, drawing attention to the often conflicting objectives involved in the process. The course will explore the rationale behind the regulation of prices through which access to transmission grids can be obtained, and will also offer practical solutions to assist participants in developing optimum results through the regulatory systems their companies are required to operate within.

The programme will demonstrate how the effects of policy measures in regulation and competition can be investigated, with a view to maximising their company's business efficiency and energy management credentials and will identify key factors to be considered when assessing likely issues such as access and affordability and security of supply. The course will analyse current tariff design and regulatory practices locally, regionally and internationally, and will support participants in assessing and evaluating appropriate and effective tariff design mechanisms within the boundaries of price regulation practices in specific energy markets.

## What you will learn

- Introduction to the theory and institutions of regulation
- Cost of capital: risk and return and the weighted average cost of capital
- Design and evaluation of rate structures in the energy sector
- Assess the impact of subsidy scheme design: does it undermine incentives for producers and suppliers to provide a service efficiently or for consumers to use energy efficiently, and does it harm the financial health of energy-service providers?
- Cost effective regulation of environmental liabilities
- Financial analysis; tariff development and control
- Tariff design; assessing conflicting objectives involved in the process
- The regulation of prices in different markets
- Main environmental issues in price regulatory practices of energy authorities

## Benefits of attending to you and your organisation

On returning to their organisations, participants will be able to

- Better understand the regulatory context within which their organisation operates
- Achieve optimum results with a full appreciation of the regulatory framework
- Make better informed policy decisions based on full risk/benefit assessment
- Target subsidies, where they are justified, at clearly defined groups and technologies, and devise mechanisms that ensure that the benefits of those subsidies go only to those targeted categories
- Carry out a thorough and coherent analysis of all the economic, social and environmental costs and benefits associated with existing or planned subsidy schemes to ensure that the case for them is valid

# NEBOSH International General Certificate in Occupational Health and Safety

Course Dates:

19 – 30 October 2009

12 – 23 April 2010

Duration:

10 Days

Fees:

£4,400

## Programme aim

This programme will fulfil the requirement for energy and utility sector managers with a responsibility for health and safety to be able to effectively minimise risk, loss and accidents across a range of operations and activities undertaken in the hazardous environments in which they and their staff work, especially in the energy utility sector. It includes key areas of managerial responsibility: establishing effective Occupational Safety and Health (OSH) policies and procedures, investigating loss, risk assessment and risk management.

As well as the contingency and risk management aspects of the course, participants will be provided with highly practical techniques in dealing with hazardous chemicals, machinery safety, noise, electricity, fire and radiation; developing common sense approaches to effective safety management whatever their business or function, wherever their organisation and operations are based.

The National Examination Board in Occupational Safety and Health (NEBOSH) is the leading UK examination authority in the field of health and safety and the International General Certificate qualification is quickly becoming the industry-recognised standard worldwide. This course is intended to offer a consolidated version of the certificate for international participants in order that successful attainment of the qualification can occur in as concise a period of learning, study and assessment as is practicable.

## What you will learn

The syllabus is divided into three units comprising two taught units, NGC1 and NGC2, and a supervised practical assessment in a suitable workplace environment, Unit NGC3.

### NGC1: Management of health and safety

- Health and safety foundations
- Policy
- Organising for health and safety
- Promoting a positive health and safety culture
- Risk assessment
- Principles of control
- Monitoring, review and audit
- Incident investigation, recording and reporting

### NGC2: Controlling workplace hazards

- Movement of people and vehicles; hazards and control
- Manual and mechanical handling hazards and control
- Working equipment hazards and control
- Electrical hazards and control
- Fire hazards and control
- Chemical and biological health hazards and control
- Physical and psychological health hazards and control
- Construction activities; hazards and control

## Assessment

The assessment is conducted through written examination of the consecutive units, NGC1 'The Management of Safety and Health' and NGC2 'Controlling Workplace Hazards.'

**Unit NGC3 'Health and Safety Practical Application' is required to be completed within the NGC2 study period.**

External examinations (NGC1 and NGC2) are each of two hours' duration and are set and marked by NEBOSH. The practical assessment unit (NGC3) consists of conducting a health and safety inspection in a workplace environment and subsequently preparing a report with recommendations. This is set and marked by a qualified assessor, approved by NEBOSH, to standards set and moderated by NEBOSH.

### Benefits of attending to you and your organisation

Participants achieving the minimum 'pass' standard in all three units will be awarded the General Certificate in Occupational Health and Safety.

The certificate will demonstrate that the successful participant has gained an excellent, foundation qualification in understanding, recognising and managing the essentials of health and safety.

# Energy Project Finance and Risk Management

Course Dates:

02 – 06 November 2009

26 – 30 April 2010

Duration:

5 Days

Fees:

£3,200

## Programme aim

This course will provide participants with the skills and knowledge to understand and be equipped to appraise the financial viability of projects by analysing future cash flows against capital and operational costs on a time value basis. Participants will learn how to calculate net present value (NPV) resulting from proposed investments, analyse projects and prioritise capital spend according to projected returns on investment.

The course aims to provide participants with available options for financing projects whether loan capital, equity capital or other finance vehicles such as design build, finance and operate schemes.

Having learned how to finance projects, participants will then be guided in acquiring knowledge to protect their investment through robust risk management tools; participants will learn how to protect commodity prices for oil, gas and electricity.

With the emergence of carbon as a trading commodity this course will include an introduction to carbon finance and international carbon trading. Participants will look at the principles of Kyoto Protocol and how Clean Development Mechanism (CDM) and Joint Implementation (JI) projects are financed.

Participants will also learn how to manage non-financial risk for example legislation, health, safety and stakeholders including shareholder interests. Although non-financial, these risks, if not managed properly, will impact on project finances in an adverse way.

## What you will learn

- Introduction to finance
- The time value of money
- Investment criteria
- Discounted cash flow analysis
- Project analysis, scenario planning, sensitivity analysis real options theory, Monte Carlo method and other methods in investment decision making
- Introduction to risk, return and the opportunity cost of capital
- Risk management (real options, financial risk and commodity price risk management for energy products)
- Financing techniques and capital structures
- Carbon finance
- Non financial aspects of project risk; for example environmental legislation or health and safety
- Investor and stakeholder relationship management including press coverage and public relations
- Presenting project proposals

## Benefits of attending to you and your organisation

- Obtain the capability to significantly broaden your knowledge and understanding of finance and be better able to make sense of the language of the financial world
- Receive practical tuition to obtain the necessary skills to construct financial models to appraise returns on investment, prioritise projects on financial merit and effectively communicate your findings to your senior colleagues for consideration and approval
- Learn about different types of carbon finance, how to manage financial risk associated with such schemes and how to attract carbon finance from overseas for local investment
- Managing stakeholder expectations is important and you will learn how expectations can be managed more effectively to reduce the risk of damage to your organisation's reputation at home and abroad

Acquire the knowledge to protect your organisation's investment through robust risk management tools



## Outsourcing in the Energy and Utility Sector

Course Dates:

09 – 13 November 2009

10 – 14 May 2010

Duration:

5 Days

Fees:

£3,100

### Programme aim

Many energy and utility companies are recognising the value of outsourcing to, for example, decrease customer service costs.

However, regulatory bodies require them to more carefully balance cost-of-service with quality of customer service. Beyond cost savings, some utilities are considering outsourcing to unlock the value of underperforming assets, assist in mergers and acquisitions integration, enhance revenue, achieve cost certainty in rate recovery and seek skilled support in managed services.

Energy and utility companies are selecting outsourcing to gain access to technology and talent: technology from the standpoint that the utility is often able to shift the risk of technical obsolescence to the outsourcing company; talent from the standpoint that specialised resources can often be scarce and may be secured more cost-effectively through a third party.

Many industries have turned to outsourcing as a means of cutting costs and to enable them to focus more effectively on core priorities. Utility and energy companies internationally are outsourcing a broader range of services than ever before. These services can encompass entire operations such as meter-to-cash, or single services such as handling inbound calls or bill print.

This programme will provide participants with an understanding of the burgeoning outsourcing environment as relating to the distinct issues faced by executives and managers in the international energy and utility sectors. It will provide participants with a critical analysis of the outsourcing process and offers the necessary knowledge and skills to be able to critically source, identify and choose the most effective business process outsourcing operators. The development of a sound decision-making process that will optimise their own organisation's strategic decisions in relation to the potential outsourcing of particular or comprehensive services and/or operations, will be a key focus afforded on the programme.

### What you will learn

- Effective principles in the outsourcing process
- Tools and facilitation skills
- Practical steps of implementation
- Drawing up the scope of services to be outsourced
- Preparation of service level agreements
- Staff retention and transfer issues
- Asset retention and transfer issues
- Staffing the project and setting implementation timescales
- Behaviours in partnership
- Incorporating continuous improvement into the contract
- How to manage the contract, including penalties for non-performance
- Contract exit strategy

### Benefits of attending to you and your organisation

On returning to their organisation, participants will

- Understand the main practical options for outsourcing services and/or operations, including assessing the latest trends that are being developed across energy/utility sector operations to meet differing needs and circumstances
- Have gained an understanding of both the advantages and the possible pitfalls of engaging third parties to deliver core services
- The key stages in the processes
- Obtain the skills and knowledge to choose between options and to choose the best option to suit your organisation's circumstances and culture
- Be able to contribute successfully to the development of strategies and individual projects in their organisation



## Utility Debt Management: Maximising Income and Cash-Flow

Course Dates:

16 – 20 November 2009

17 – 21 May 2010

Duration:

5 Days

Fees:

£3,100

### Programme aim

Utility companies today face global market conditions that are impeding their ability to balance the needs of customers against the need for operational efficacy. Utilities have to contend with a distinct set of challenges; they must retain existing customers and attract new ones, increase profitability at the same time as ensuring affordability and access are demonstrably meeting significant social responsibilities and regulatory demands prescribed by government. Burgeoning competition, privatisation and deregulation all bring additional pressures; amid an unprecedented economic downturn, customers can increasingly default on payments, contributing to the risk of day sales outstanding (DSO) and bad-debt losses.

Debt management programmes include debt settlement programmes, debt consolidation programmes and debt counseling programmes. The programmes vary with global financial changes, country-specific rules where these programmes are implemented, the financial status of the country and the debtor, and the rules of the country where the standard programme is registered. These are often very big programmes and amounts are not counted in thousands, but in millions or billions.

Utilities in regulated and competitive markets need more effective ways to deal with delayed payments and unpaid bills. Such delays and defaults can have serious ramifications, such as constrained self-financed expansion possibilities and the need to raise prices and reduce service.

This compact course will offer effective strategies and tools to support the reduction in the levels of debt experienced by utility companies worldwide, and provide practical solutions that take account of local circumstances and seek to enhance and develop existing methods of debt management within your organisation.

### What you will learn

The programme comprises the following modules

- Collection and debt management of large scale billing operations
- IT developments in supporting large scale billing and cash collection systems
- Management information needed to control operations effectively
- Principles of effective debt management: cannot pay or will not pay
- Maintaining good levels of customer service response times

### Benefits of attending to you and your organisation

On returning to the workplace, participants will have an increased understanding of how to

- Maximise income and billing customers sufficiently
- Improve cash-flow and collecting income quickly enough
- Lessen arrears and developing effective chase up procedures
- Reduce bad debts and managing the bad debt process
- Minimise collection costs and choosing the best payment systems

**Improve your cash-flow  
and reduce bad debts**

# Energy Auditing Techniques

Course Dates:

23 – 27 November 2009

17 – 21 May 2010

Duration:

5 Days

Fees:

£3,100

## Programme aim

Industry accounts for a large percentage of primary energy consumption. Energy is one of the largest controllable costs in most organisations and it offers considerable scope for reducing carbon emissions and cost. Reducing energy cost is reflected directly in the organisation's profitability and lowering consumption makes a significant contribution to cutting down CO<sub>2</sub> emissions to the atmosphere.

The aim of this course is to help participants acquire the right skills to become effective energy champions in their organisations and to enable them to develop the necessary strategies to reduce energy consumption and carbon emissions.

You will become familiar with the latest energy management techniques in the UK, learn how to perform an energy audit, identify key energy consuming plant and hear from UK experts on how to reduce the consumption of energy in major plant and equipment.

## What you will learn

- How to put together an energy management plan for your organisation
- How to collect and analyse energy usage data including introduction to current metering technologies
- How to use statistical techniques such as regression analysis and CUSUM to monitor energy performance
- How to use energy management standards and benchmarks
- The principles of energy auditing
- How to create and conduct an audit report: the practical tools and techniques for doing so
- A review of national and international legislation driving energy efficiency
- How to make compressed air, refrigeration, motors and drive systems work more efficiently
- Good practice in boiler and boiler house management
- Good practice in lighting, ventilation and air conditioning
- How to conduct a financial appraisal of projects

## Benefits of attending to you and your organisation

On returning to your organisation you will have

- Gained energy management skills that can be applied immediately
- Learned how to conduct an energy audit
- Received practitioner knowledge about reporting methods and formats to use in your own organisation
- Become familiar with good practice techniques in the use of key technologies
- Learned how to present energy efficiency cases to senior management confidently and successfully

**Develop the necessary strategies to reduce energy consumption and carbon emissions**

# RIPA Energy Booking Form 2009/2010

Please complete this form to reserve your place. Please write in CAPITAL LETTERS using a black pen. **Continued overleaf.**

## Delegate Information

Title	Surname
Forenames	
Date of Birth (DD/MM/YY)	
Nationality	
Job Title	
Organisation	
Address (work)	
City	Country

## Contact Details

Telephone (home)
Telephone (work)
Mobile
e-mail
Fax
Name of approving manager
Telephone

## Further Information

RIPA Energy courses are conducted in English  
 (please tick the box to confirm you are proficient in English)  
 Have you been on a RIPA Energy/RIPA International course before?  
 Yes  No

How did you heard about this programme?  
 Directory  e-mail shot  Exhibition  
 Mailing  Website  Account Manager

If yes, please state the course title and when?

If other, please specify

## Course Requested

Course Name	Start Date	Finish Date	Fee
1. <input type="text"/>	<input type="text"/>	<input type="text"/>	£ <input type="text"/>
2. <input type="text"/>	<input type="text"/>	<input type="text"/>	£ <input type="text"/>
			Add 15% VAT* £ <input type="text"/>
			TOTAL £ <input type="text"/>

\* VAT at the standard rate, currently 15% will be charged on course fees to all companies and individuals in the UK and overseas. Where the supply is made to a foreign government in furtherance of its sovereign activity and evidence of this is provided with a departmental stamp, the fees for the training will be zero rated.

## Payment

Payment is required at the time of booking, please state method of payment

- Cheque  
 BACS (money transfer)

Please see Terms and Conditions (on reverse) for payment and bank details.

Have you confirmed who will be funding your training?  
 Yes  No

I accept the terms & conditions set out in RIPA Energy's training programmes

Signed

Date (DD/MM/YY)

# RIPA Energy Booking Form 2009/2010

## Booking Terms and Conditions

### Are you exempt from paying VAT?

Value Added Tax (VAT) regulations, effective from 1 October 1993, state that training services are zero for government officials and public servants. When applying for course applicants must provide a statement confirming they are employed by their Government in 'furtherance of its sovereign activities' and this must be endorsed with a departmental stamp to be exempt from VAT. All other applicants, including those employed by Government-owned businesses or sponsored commercial organisations, are liable to pay the standard rate of VAT, currently 15%.

UK value Added (VAT) (Please tick either box A or B)

- A – This delegate qualifies for UK VAT relief
- B – This delegate does not qualify for UK VAT relief

If you have ticked box A, please stamp the box below with your official government stamp this will exempt you from VAT. VAT will be charged unless this section is signed and stamped.

I certify that		
Is employed by the Government of		
In furtherance of its sovereign activities		
Signed		
Position	Date	

\*VAT is subject to the UK prevailing rate and may change.

#### Fees

**Course fees must be paid in full at least four weeks (28 days) before the start of each course. Fees include all tuition costs, materials supplied during the course and light refreshments during each course day.**

Your booking is not confirmed until payment has been received. Payment can be made either by cheque (banker's draft) or by bank transfer.

Accommodation is non residential and is the responsibility of the participant. However, RIPA Energy can assist with arrangements for accommodation. Meals and travel are also the responsibility of the participant.

#### Payment Details

Payment is required at the time of booking and can be made in one of the following ways in GBP (sterling).

All bankers drafts and cheques must be payable to Capita Business Services Ltd.

#### By BACS (money transfer) direct to our bank account

**Barclays Bank Plc**  
28th Floor  
Multinational Corporate Team  
1 Churchill Place  
Canary Wharf  
London, E14 5HP  
United Kingdom

**Sort Code:** 20-67-59

**Account Name:**  
Capita Business Services Ltd.  
**Account Number:** 60864978  
**IBAN:**  
GB52 BARC 2067 5960 8649 78  
**Swift Code (BIC):** BARC GB22

When making payment by BACS please quote delegate surname and/or invoice number and course attending.

#### VAT

Value Added Tax (VAT) regulations, effective from 1 October 1993 state that training services are zero rated for Government officials and public servants. When applying for courses applicants must provide a statement confirming they are employed by their Government in 'furtherance of its sovereign activities' and this must be endorsed with a departmental stamp to be exempt from VAT. All other participants including those employed by Government – owned businesses or sponsored commercial organisations, are liable to pay the standard rate of VAT, which will be 15% effective of 1 December 2008.

#### Open Training Programmes

RIPA International courses are regularly reviewed and updated. We reserve the right to make alterations to the programme or to cancel a course at anytime and to increase the price of a course. In the event of this taking place an alternative course date or course will be offered or a full refund or credit given if the course you have booked onto is cancelled. All information is correct at the time of going to press.

#### Course Documentation

All Delegates will be provided with handouts that will be a useful reference on return to work. Prior to completion of your course you will receive your course notes electronically on a USB memory drive. This will eliminate any additional excess luggage costs from heavy course materials. All course materials are copyrighted and may not be reproduced without prior permission in writing from RIPA Energy.

#### Visas

Arrangements for visa (if required) are your responsibility. Please contact your local UK High Commission to find out whether you will need a visa to visit the United Kingdom. Obtaining a visa may take some time; delegates are advised to start this procedure as soon as possible.

Please note that further visas may be required if you are going to visit other countries within the European Union during your stay in the UK. It will be necessary to make sure that your visa will allow you re-entry into the UK.

#### Substitutions

If you are unable to attend a booked course we will accept a substitute at any time without penalty.

#### Transfers

It is usually possible to transfer to another programme. Please call us and we will advise you. However, only one transfer is permitted.

#### Cancellation

All cancellations must be made in writing. Course fees will be carried forward to another course subject if required.

Alternatively:

For cancellations received **up to 56 days before** the start of the course we will **refund 100%** of the course fee.

For cancellations received **within 29 days to 55 days** before the start of the course we will **refund 80%** of the course fee.

For cancellations received **within 28 days** of the start of the course we will **refund 50%** of the course fee.

For cancellations received **within 14 days** of the start, or if a delegate fails to attend the course, **the whole course fee will be charged.**

Tuition Fees paid are non-refundable except as outlined in the above cancellation terms.

If you have been refused a visa or entry to the UK, the course fee will be refunded, incurring an administrative fee of £300, provided the following conditions are met;

- RIPA Energy is provided with the original letter issued by the British High Commission/Embassy confirming the refusal of visa.
- You have not appealed against the refusal of visa. If an appeal has been lodged, the fees will be refunded only upon receipt of documentary evidence that the appeal has been dismissed.
- RIPA Energy Joining Instructions and Confirmation of Attendance and receipt of fees paid are returned to RIPA Energy in original form.
- You have not entered the UK.

# RIPA International

RIPA International has established a firm reputation for our training interventions, having been a leading provider of international public service management training for nearly 60 years. Year on year, RIPA International continues to develop learning solutions that are designed to address the many challenges facing modern day public administration, management and leadership ensuring that the solutions you invest in will purposefully meet the challenges you face in attaining necessary organisational goals.

RIPA International offers a full range of services to develop you, your team and your organisation. We take a proactive approach in utilising our diverse mix of skills and depth of international experience, designing and developing learning solutions that focus on transforming critical issues and obstacles into positive results.

We recognise that your people are the foundations to your organisation's success and have a passionate belief in the power of personal development. This is why RIPA International's learning ethos is firmly rooted in active and discovery based learning.

In addition to our energy courses, RIPA International works across eight core areas of competence:

- Leadership
- Human Resource Development and Capacity Building
- Governance
- Organisational Development
- Finance and Procurement
- Information Management Systems
- Justice Reform
- Communication

## Open Training Programmes

The majority of our training programmes are held at our international training centre situated in the heart of London. These are the starting point for any learning solution RIPA International provides. Our extensive range of programmes internationally benchmark the latest trends in strategic and operational management, organisational development and capacity building enabling you to make a positive impact within your own organisation.

## Specific or Combination Training

Our combination programmes are cross-cutting and holistic and are intended to ensure that you get the best possible options in fully supporting your learning experience to achieve the right training for you and acquire the right skills to take back to your organisation.

## Off the Shelf Training Programmes

When budgets are tight but you have a large team to train, we have the capability to fulfil your needs by taking any one of our London open training programmes and delivering it in your country, optimising both value for money and bringing economies of scale, especially where you require a larger number of your staff to undergo training.

## Customised Training

Through our ability and experience of evaluating ongoing client development needs RIPA International can precisely meet your organisational requirements. We will work with you to customise the training to your local context providing a tangible return on investment.

## Coaching

We believe that every participant that seeks our assistance in developing their capabilities and knowledge will benefit from the opportunity to acquire individual quality one to one support whilst attending a RIPA International programme.

## Consultancy

For clients seeking longer-term support, RIPA International has a strong and diverse pool of consultants able to support specific required outputs that range from organisational reviews and strategic planning, through to the production of corporate policies and procedures compatible with ever-burgeoning regional and international policy demands and stipulations.

To obtain further details on any of RIPA International's open training programmes or other services...

Please call **+44 (0)20 7808 5300**  
or visit us at  
**[www.ripainternational.co.uk](http://www.ripainternational.co.uk)**

# RIPA

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