

# Diploma in Corporate Governance



# About the course

**Good corporate governance is not just the duty of Boards, it is the responsibility of everyone in your organisation.**

With corporate governance high on the public sector agenda, there is a clear need for a practical and structured training programme that will increase the knowledge and skills of those charged with making governance work in public bodies.

## Programme focus

The CIPFA Diploma in Corporate Governance, updated and refreshed in 2021, utilises case studies and expert theory. Delivered via seven modules, it seeks to:

- ensure that organisations are appropriately constituted and structured, and operate the appropriate governance processes
- support good practice in stewardship, risk and assurance, and internal control
- exemplify standards of behaviour as a way of enabling good governance in organisations.

## Who is the course aimed at?

The CIPFA Diploma in Corporate Governance is aimed at:

- staff who support the work of the Board
- staff who have responsibility for governance or aspects of governance throughout the organisation but who have received no formal or structured training to carry out these duties
- middle and senior managers (or aspiring managers)
- new or aspiring Board Members with no formal training but who would like to increase their knowledge of governance principles and enhance their skills for the Boardroom.

## Duration

The CIPFA Diploma in Corporate Governance is completed over approximately nine months. This includes:

- eight days of classroom learning
- approximately 80 hours of additional work to complete the assessment requirements.

## Assessment

For each module you will be asked to submit a written assignment in which you demonstrate your understanding of the learning and your ability to transfer it into your own work practices.

Your assignments will be marked against assessment criteria which will be shared with you and your course tutor will be there to provide support and guidance throughout.

## Accreditation

On successful completion of the required modules and associated assessment, you will be awarded the CIPFA Diploma in Corporate Governance. The Diploma has been mapped as broadly equivalent to a level seven (post-graduate) qualification in relation to degree of challenge.

## CIPFA membership

On successful completion of the programme, you can apply for CIPFA Affiliate membership. If you're not already a CIPFA member, this is a great way to access a wealth of resources and networking opportunities.

To find out more and apply, click on 'Other professionals' at: [www.cipfa.org/join](http://www.cipfa.org/join)

## Your CPD

All CIPFA training counts towards your continuing professional development (CPD). If you are a CIPFA Chartered Member, you are required to undertake a minimum of 20 hours of relevant CPD activity each year as part of maintaining your professional competence and to develop relevant skills and knowledge.

For full details visit: [www.cipfa.org/cpd](http://www.cipfa.org/cpd)



# Course outline

CIPFA Diploma in Corporate Governance is delivered in a series of one and two-day modules, described below.

one day

## 1. Governing in challenging times

This module will examine the fundamentals of corporate governance in the public sector, as well as the organisational contexts and governance challenges in public bodies. It will explore the overarching concept of corporate governance and outline the importance of instilling best practice principles in models of governance within the UK.

- What is governance?
- The impact of a changing and increasingly complex environment on governance arrangements
- Ingredients of good governance
- Standards in Public Life
- The IFAC/CIPFA International Good Governance Framework
- The corporate governance models adopted by public entities

one day

## 2. Leading governance

This module will provide an understanding of the various roles and responsibilities of those who are charged with leading governance in entities as well as addressing their relationships and how they interact to ensure proper conduct and behaviour.

- Key factors that influence the practical application of governance frameworks
- The role of governance bodies in developing strategy
- Governance roles and responsibilities
- The elements of effective governance models
- Key relationships within and between public entities
- Key roles and responsibilities in ensuring proper conduct and behaviour

two days

### 3. Embedding corporate values

This module will increase understanding of the importance of corporate culture and its impact on good governance. It will examine ways of embedding corporate values based on generally accepted standards and Codes of Conduct and how these might be assessed. The module will also highlight the risks associated with subsidiaries and partner organisations in the consistent application of public service values.

- The practical application of, and adherence to, Standards in Public Life
- Proper adherence to Codes of Conduct
- Governance risks associated with subsidiaries and partner organisations.
- The successful implementation of policies and procedures such as gifts and hospitality and conflicts of interest
- The effectiveness of a robust 'whistleblowing' policy
- The importance of a positive culture in a public entity in practically implementing policies and procedures
- Practical examples of good and bad practice

one day

### 4. Supporting a high-performing Board

This module will analyse the features and characteristics of a high-performing Board and how to support the ongoing effectiveness of those who govern, on an individual and collective basis, by professionalising Board support roles. The module will examine the skills and behaviours necessary for an effective Board and the options for evaluating Boards on an individual and collective basis.

- The skills and behaviours required for an effective Board
- The Board's information requirements
- Are Board papers fit for purpose?
- Scrutiny and challenge in Board meetings
- Inducting, training and developing Board and Member skills and competencies
- Evaluating Board effectiveness
- Practical examples of good and bad practice

one day

### 5. Effectively managing performance, risks and assurances

This module will focus on the need to manage performance and risks in an uncertain and complex environment, including the risk of fraud, as well as providing assurances that objectives at strategic and other levels are being achieved and that risks are effectively managed in demonstrating good governance.

- Developing a coherent strategy in terms of clarity, implementation and monitoring
- Managing performance to achieve intended outcomes
- Risk management
- Counter fraud strategy and policies
- Providing and receiving assurance
- Key elements in internal control

one day

### 6. Making accountability real

This module will examine the need for effective public accountability and engagement with stakeholders, especially as public services are provided by increasingly diverse delivery models. This includes understanding the public service ethos to ensure that decisions are made in the public interest and that robust stewardship is applied in line with public sector values and regulations.

- Accountability for public money
- The accountability framework
- Identifying and engaging with stakeholder groups
- Customer service and complaints
- Information governance risks and mitigations
- Freedom of Information and Data Protection Acts
- Performance reporting

one day

## 7. Practicing good governance

This module brings together learning from the previous modules to examine good governance in practice whilst identifying current and future developments in corporate governance. Using case studies, the module will examine current governance risks facing public bodies and discuss how these risks can be mitigated.

### Pricing

Delegates pay **£2,500 + VAT**

A 10% discount is available to all CIPFA members and employees of organisations that have membership of our Better Governance Forum.

The course fees include:

- Tuition and all course materials
- Assessment, marking and moderation
- Certification

### How to book

Search for course dates and location details at:

[www.cipfa.org/corpgov](http://www.cipfa.org/corpgov) or

call +44 (0)20 7543 5600

### In house delivery

The programme can be delivered in-house and at your location, saving you valuable time and money. This is especially cost-effective for organisations interested in training a number of individuals or whole teams.

For more information about running the programme in-house, contact us at: [InHouseTraining@cipfa.org](mailto:InHouseTraining@cipfa.org)

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The course provided an ideal opportunity to learn about public sector governance – past and present – in the wider sense. It also provided an excellent opportunity to engage with other public sector bodies to discuss current and potential future governance issues and how they could be addressed.

Jill Anderson, Head of Risk & Regulatory Compliance,  
NHS National Services Scotland

# About us

## Why train with CIPFA?

CIPFA has a long history of delivering outstanding training to finance professionals and public service leaders in the UK and across the world.

As the only professional body exclusively for people in public finance, we understand the market challenges and are committed to providing the best training and development tools to support practitioners at all levels of public service, throughout their careers.



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