



The Governance
Institute

Qualifications and Training 2019

Developing governance skills and knowledge



Our services

ICSA: The Governance Institute is the international chartered qualifying and membership body for company secretaries and governance professionals. We train, qualify and support those working in governance at all levels.

Whether you are getting to grips with new governance responsibilities or are looking for a career that will set you on the fast track to working with the board, we are here to help.

Our unique portfolio of internationally – recognised qualifications develop the skills and understanding of those working in governance across the private, public and not-for-profit sectors. As an awarding body, we accredit specialist qualifications developed and delivered by partners, and our market-leading training courses give practical support to those in governance roles.

Our trusted qualifications and training will build your knowledge, skills and confidence in governance. Qualifying with ICSA also enables you to join our professional body as a member, providing recognition of your achievements via post-nominals access to a professional network and opportunities for ongoing support and development across your career.

Key

to the symbols used in this catalogue

-  Entry requirements
-  Duration and CPD hours
-  Location
-  Delivery
-  Dates
-  Cost
-  Further reading
-  Eligibility for Affiliated membership of ICSA
-  Apply online

All dates and prices correct at time of printing.

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The core competencies for governance

Governance is the system that identifies who has power and accountability and who makes decisions. It enables the management and the board of an organisation to deal effectively with the challenges of running it.

Good governance practice ensures that appropriate decision-making processes and controls are in place across the organisation so that the interests of all stakeholders (employees, investors, suppliers, donors, funders, volunteers, beneficiaries, clients, regulators and customers) are balanced.

The need for organisations to demonstrate good governance is greater than ever and having trained and qualified professionals to deliver it is increasingly important. The professional development services that we provide are valued by employers and practitioners alike as a benchmark of quality.

The practice, understanding and values that enable good governance

ICSA's Competency Framework for Governance Professionals defines the behaviours required for success in a company secretarial or governance professional role. It provides a clear, practical picture of what practitioners need to know, do and believe at different levels of seniority.

Understanding

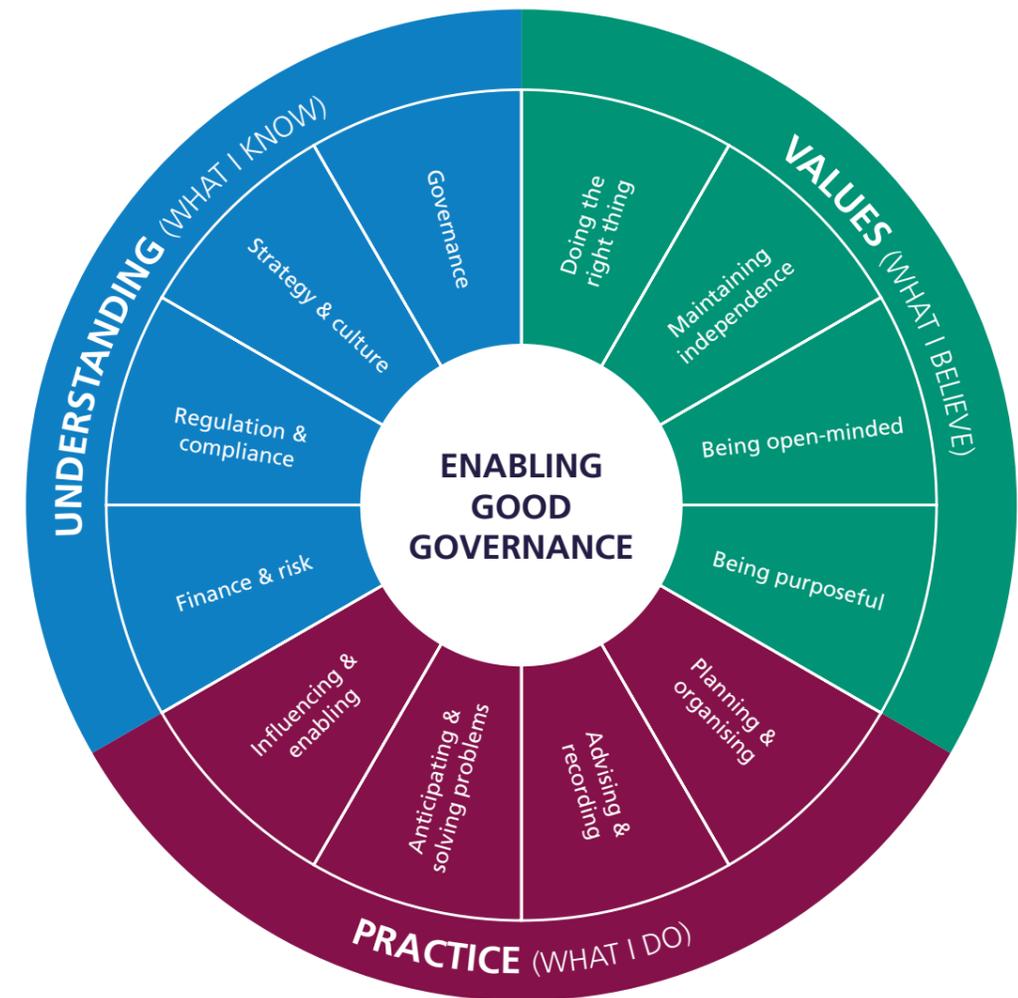
Working in governance requires an understanding of law, finance, strategy, risk, compliance, company secretarial practice, boardroom dynamics and organisational culture. This knowledge is often developed through formal qualifications and maintained through ongoing professional development to keep technical expertise up to date.

Practice

Company secretaries and governance professionals apply their technical understanding through practical activities that support the board in its role. In this, the ability to plan and organise; anticipate and solve problems; advise upon and accurately record decisions; and to influence and enable others are paramount. These skills are developed through training activities and refined in practice.

Values

The values that underpin governance roles play a big part in attracting people to the profession and help them to succeed within it. These include the ability to 'do the right thing', maintain independence and remain purposeful and open minded. Values are often supported and reinforced by professional networks, such as ICSA membership.



Discover more: icsa.org.uk/competency-framework

Learning with ICSA

The student experience



Resources

Learning resources for ICSA qualifications are provided via a secure online portal which gives you access to past papers, model answers, examiners reports, sample study plans and more. Depending on the short course qualification, tuition can be by webinar, or by self-study; additional support from tuition partners may also be available. Study texts for each course are available in print and digital formats. Our friendly learning support team is also on hand to answer any questions about your studies.



Membership

Studying for ICSA qualifications requires you to be a student member. Joining our active community of governance professionals gives you lots of additional benefits, including access to our guidance, magazine and helpline, membership of your local ICSA branch, eligibility for our mentoring scheme, invitations to local events and highly discounted conference tickets.



Tuition

Whilst ICSA provides quality webinar-based learning for students on our short course certificates, we do not offer formal tuition for our core qualifying programme or international finance qualifications. Instead, we work closely with registered tuition partners who offer face-to-face tuition, distance learning and revision class options. Discover more on page 21 and on our website.

The training experience



Resources

Delegates on ICSA training courses enjoy practical one-day classroom -based sessions delivered by expert presenters and receive comprehensive course packs which include slides and accompanying notes to take away.



Further reading

Delegates who want to explore the subject at hand more deeply can purchase the companion professional books at preferential rates.



Post-course support

All ICSA training delegates can take up six months' free professional subscription to our knowledge base, magazine and email update service to support and extend their learning. ICSA members can pass this benefit on to a colleague.

Membership

Being an ICSA member demonstrates your professional standing and gives you the support of an active national and international community of governance professionals. We offer several levels of membership, each of which is renewed on an annual basis.

Student membership

is for all those studying for ICSA qualifications. It provides access to all membership services.

Affiliated membership

is for those who have either achieved all four Part One modules on the ICSA qualifying programme, or have passed one of ICSA's Certificate or Diploma qualifications. Affiliated members use the post-nominals CIS (Affiliated).

Graduate membership

is for those who have completed the qualifying programme or post-graduate equivalent and are working towards the experience requirement of full Chartered membership. Graduates use the post-nominals GradICSA.

Associateship

is the first level of Chartered membership for those who have achieved GradICSA status and have six years' relevant work experience (this can be reduced to three if you hold a degree). Associate members use the post-nominals ACIS and the professional designations of Chartered Secretary and Chartered Governance Professional.

Fellowship

is the highest level of Chartered members for those who have achieved GradICSA status and have eight years' relevant work experience, three of which are in a senior role. Fellows use the post-nominals FCIS and the professional designations of Chartered Secretary and Chartered Governance Professional.

Professional Subscription

Professional subscription is a service that provides access to ICSA's knowledge services for non-members who want to stay up to date with the latest in governance theory and practice. Subscription is renewed on an annual basis.

Discover more: [icsa.org.uk/join-us](https://www.icsa.org.uk/join-us)

Become Chartered

Chartered status is the gold standard for company secretaries and governance professionals. It shows that you have the knowledge, skills and experience to take on a job with significant and wide-ranging responsibilities. In larger organisations, this may be within the secretariat or governance team or as part of a professional service team. In medium and smaller organisations, this may be in the sole governance or company secretarial role.

Qualifying as a Chartered Governance Professional or Chartered Secretary is achieved by completing the ICSA qualifying programme or an ICSA-validated postgraduate programme at one of our partner universities (see pages 22-23 for postgraduate options).

The ICSA qualifying programme

The start of your journey towards GradICSA

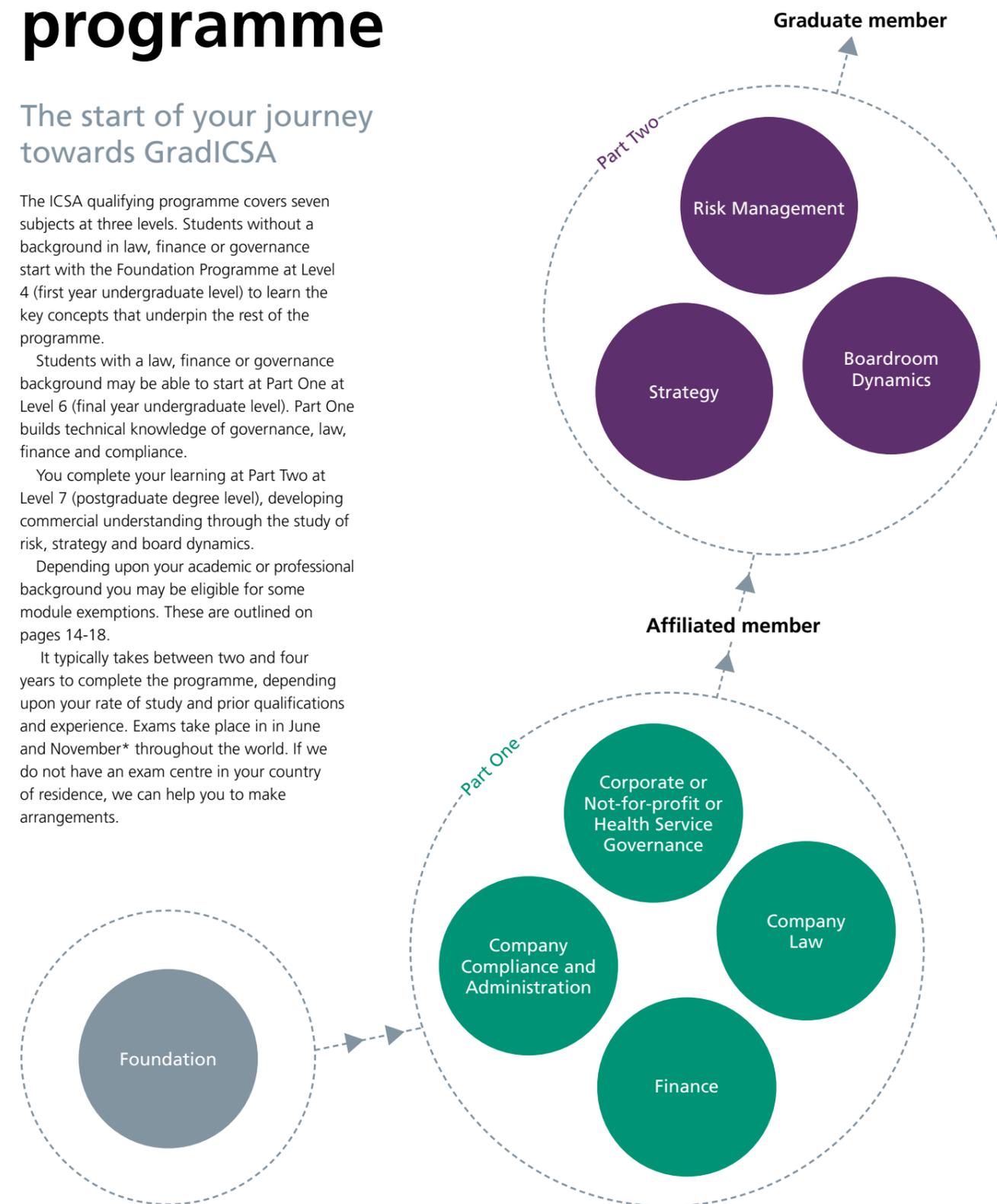
The ICSA qualifying programme covers seven subjects at three levels. Students without a background in law, finance or governance start with the Foundation Programme at Level 4 (first year undergraduate level) to learn the key concepts that underpin the rest of the programme.

Students with a law, finance or governance background may be able to start at Part One at Level 6 (final year undergraduate level). Part One builds technical knowledge of governance, law, finance and compliance.

You complete your learning at Part Two at Level 7 (postgraduate degree level), developing commercial understanding through the study of risk, strategy and board dynamics.

Depending upon your academic or professional background you may be eligible for some module exemptions. These are outlined on pages 14-18.

It typically takes between two and four years to complete the programme, depending upon your rate of study and prior qualifications and experience. Exams take place in June and November* throughout the world. If we do not have an exam centre in your country of residence, we can help you to make arrangements.



*Health Service Governance and Not-for-profit Governance exams take place in June only.

The Foundation Programme

The first step in your journey towards GradICSA

The ICSA Foundation Programme provides a broad introduction to businesses, how they are governed, maintained and financially managed, and the laws to which they must adhere.

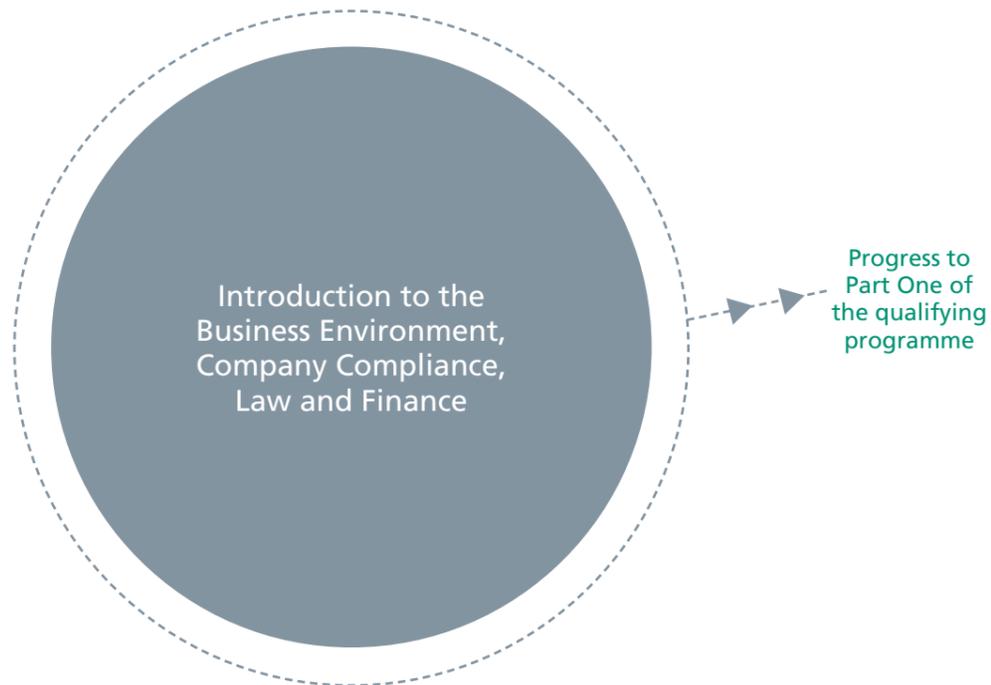
The knowledge and skills gained through the Foundation Programme prepare you for studying Part One of the qualifying programme.

The Foundation Programme requires over 200 hours of study. It is supported by a study text and digital learning materials. Assessment is by a single exam which is offered twice a year in June and November.

Exam fee

	UK and overseas	Reduced rate
Foundation Programme exam fee	£225	£153

You will also need to pay a one-time registration fee and join ICSA as a student member to sit our exams (page 19).



Part One entry

Recognising your expertise

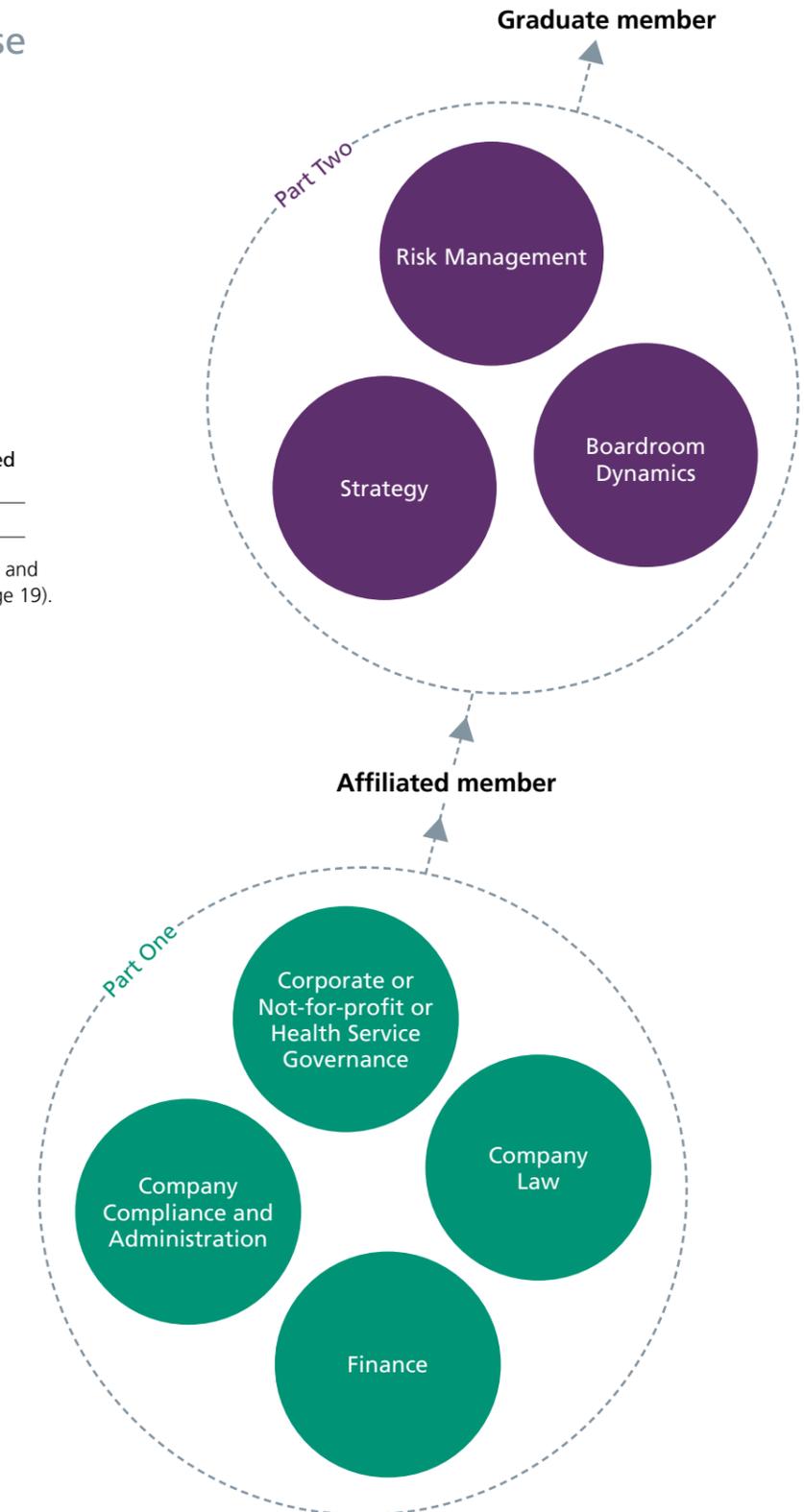
If you already hold a degree-level qualification and have experience in a governance or compliance-related role, you may be able to start your studies at Part One.

Students with an HND in Business Management, Law or Accounting, or those with IFA Level 5 may be eligible for direct entry at Part One. We may also consider any other degree combined with five years' relevant experience in a governance or compliance-related role.

Module fees

	UK and overseas	Reduced rate
Exam fee (per module)	£225	£153

You will also need to pay a one-time registration fee and join ICSA as a student member to sit our exams (page 19).



Related degree entry

Law

Law develops understanding of the processes and practices that underpin governance

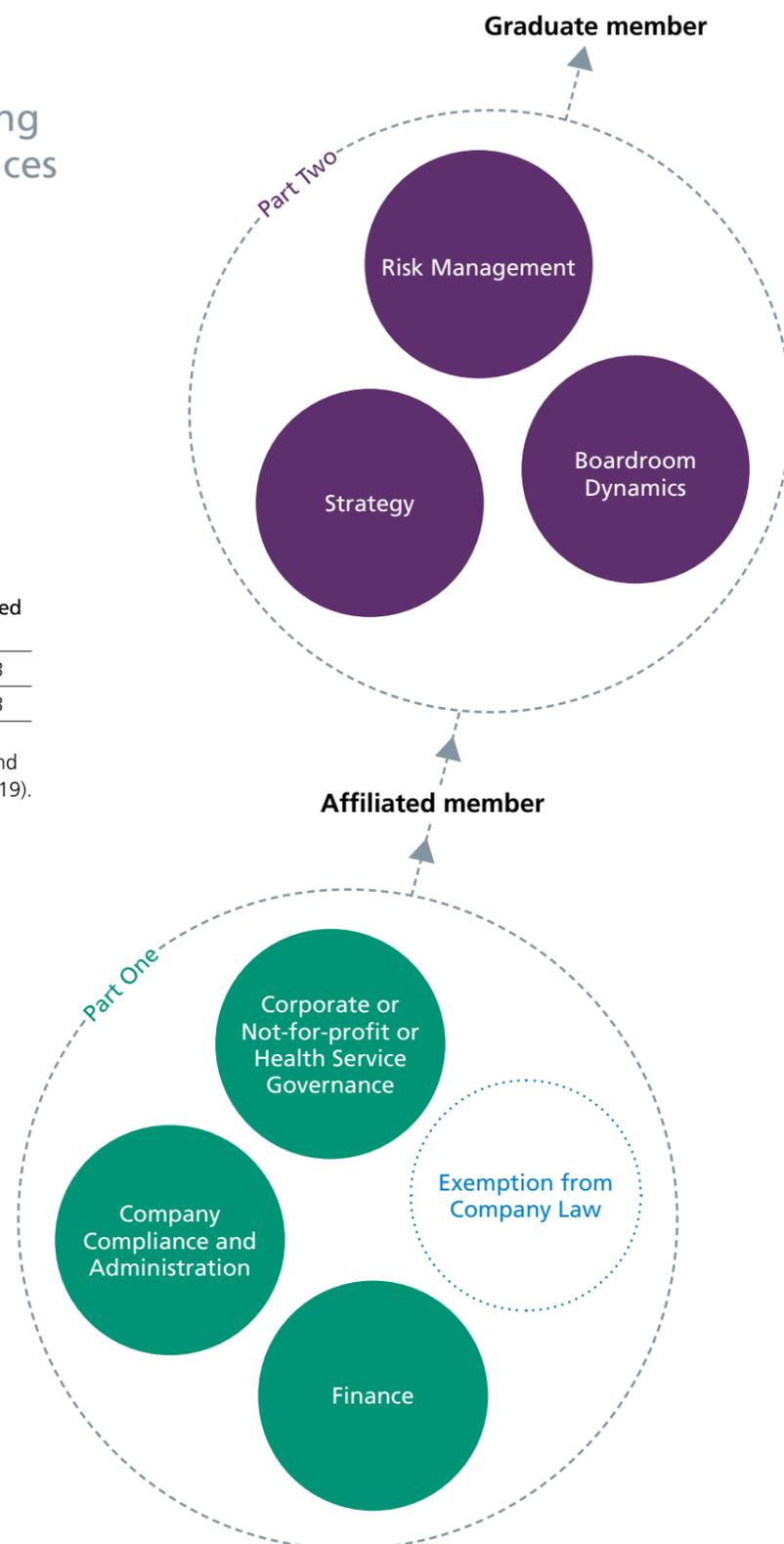
Law degrees offer a great start to a governance professional's career and will help you make rapid progress in the early stages of the qualifying programme. Having an approved* law degree means you will not be required to complete the Part One Company Law module.

Module fees

	UK and overseas	Reduced rate
Exemption fee (per module)	£225	£153
Exam fee (per module)	£225	£153

You will also need to pay a one-time registration fee and join ICSA as a student member to sit our exams (page 19).

*Approved degrees are issued by UK universities or hold equivalent status to a UK qualification as defined by UK National Recognition Information Centre (UK NARIC).



Finance

Financial knowledge is essential to effective governance

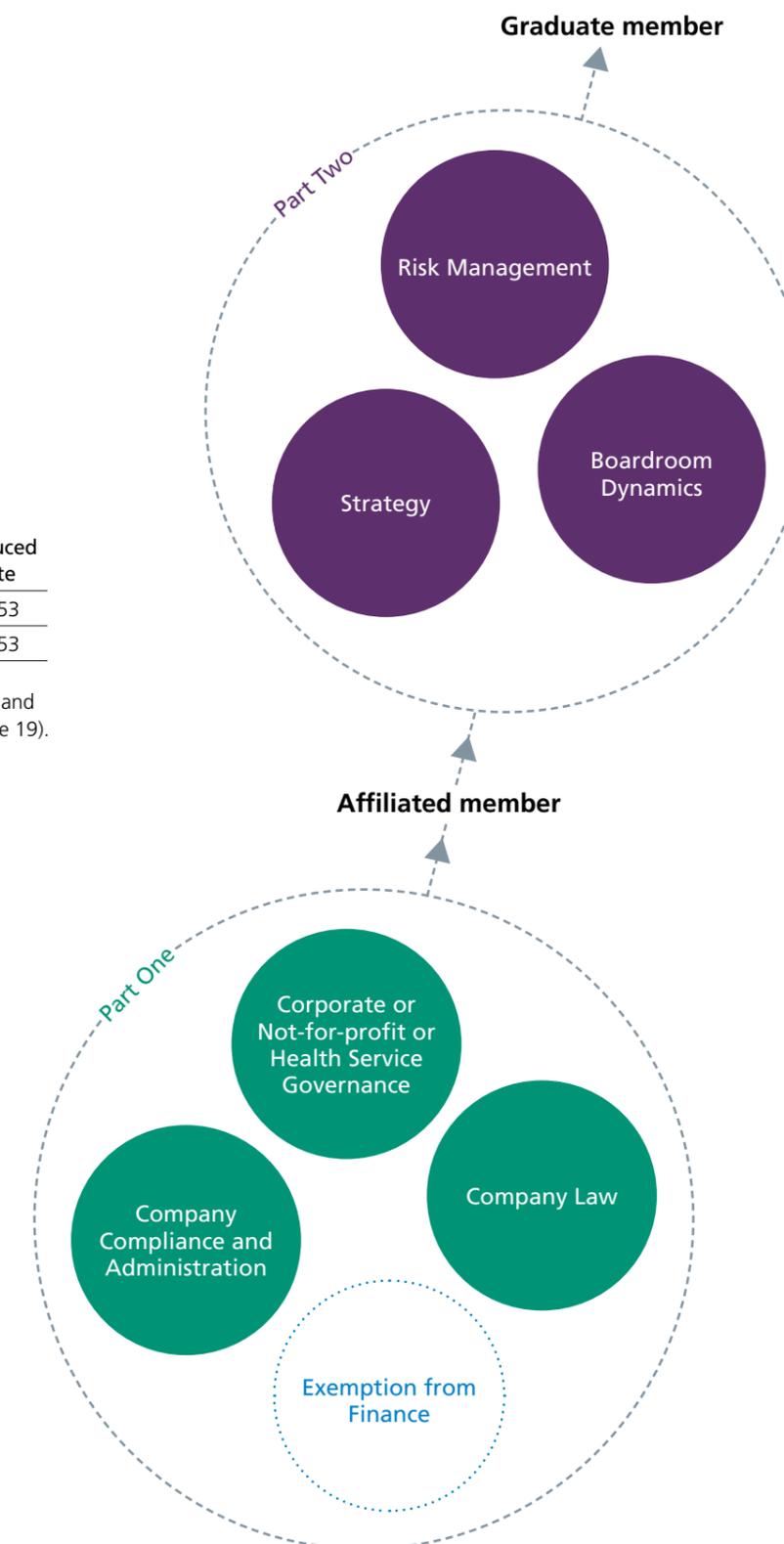
An approved* degree in finance prepares you well for the ICSA qualifying programme and will exempt you from the exam for the Part One module in Finance to help you to progress more quickly.

Module fees

	UK and overseas	Reduced rate
Exemption fee (per module)	£225	£153
Exam fee (per module)	£225	£153

You will also need to pay a one-time registration fee and join ICSA as a student member to sit our exams (page 19).

*Approved degrees are issued by UK universities or hold equivalent status to a UK qualification as defined by UK National Recognition Information Centre (UK NARIC).



Professional entry

Law

Build upon your professional understanding and experience of law

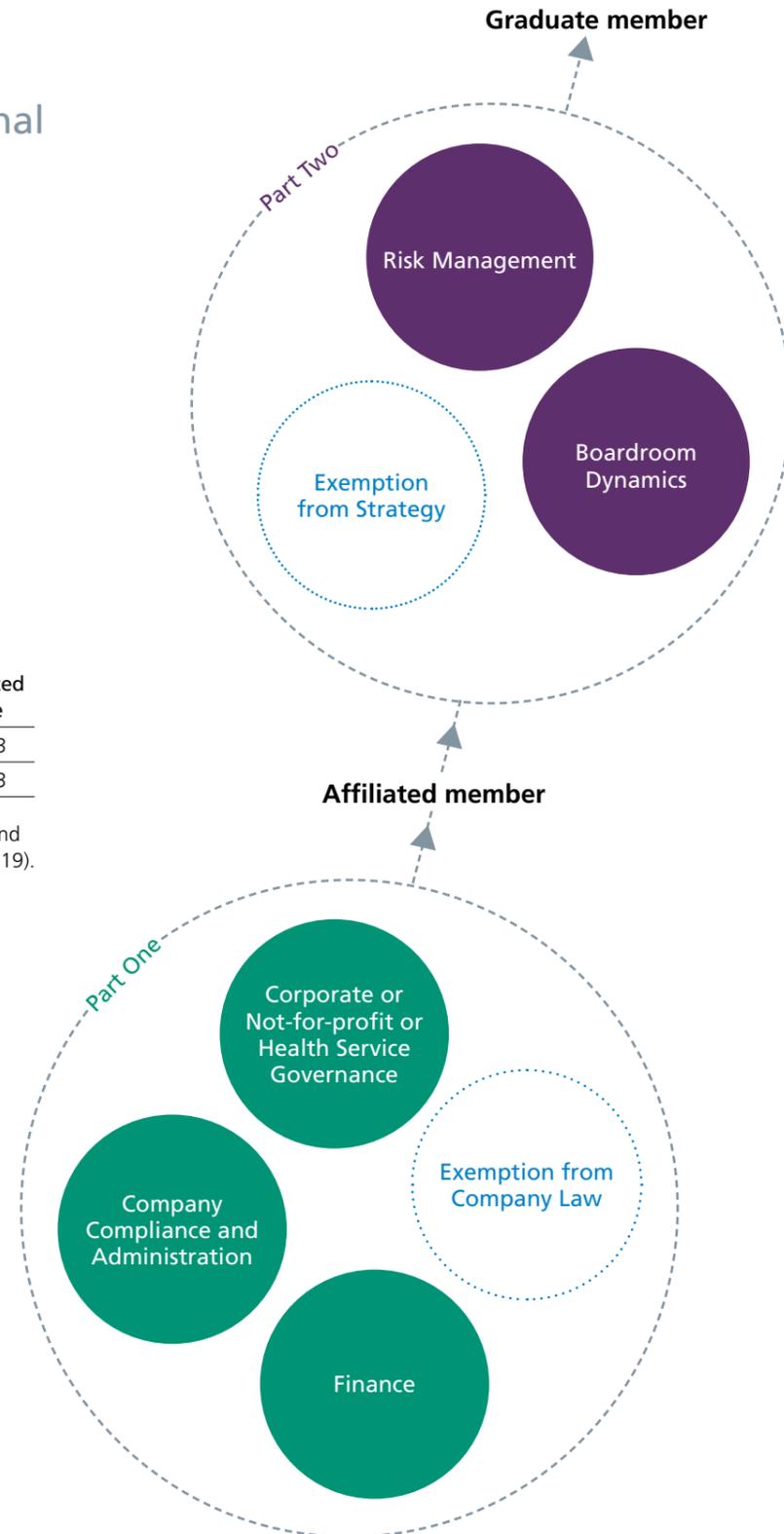
If you are a member of the Bar or Law Society for your jurisdiction, or compliant with the Qualified Lawyers Transfer Scheme Regulations, you can receive exemptions from up to two exams: Company Law and, subject to previous knowledge and experience, Strategy.

This route is typically for those with fewer than five years' relevant professional experience. If you have more, see page 18 for details of our Fast Track Professional entry route.

Module fees

	UK and overseas	Reduced rate
Exemption fee (per module)	£225	£153
Exam fee (per module)	£225	£153

You will also need to pay a one-time registration fee and join ICSA as a student member to sit our exams (page 19).



Accounting

Consolidate your accountancy training and grow your influence

If you are a qualified member of a recognised accountancy body, you may be entitled to exemptions from up to two exams.

You must be a member of one of the following professional bodies to qualify for this route and submit evidence of relevant experience to gain exemption from the Strategy module:

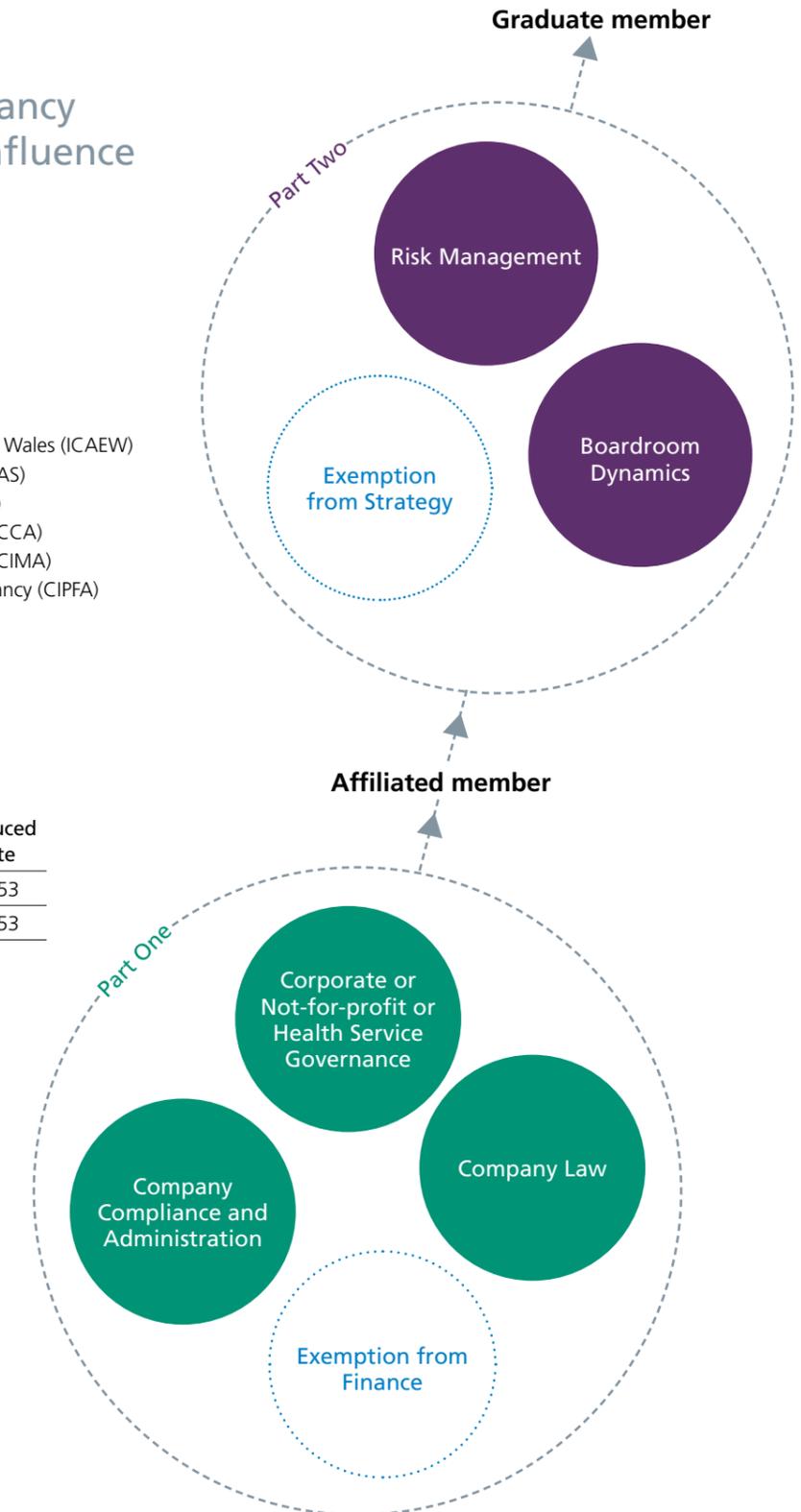
- Institute of Chartered Accountants in England and Wales (ICAEW)
- Institute of Chartered Accountants of Scotland (ICAS)
- Institute of Chartered Accountants in Ireland (ICAI)
- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Management Accountants (CIMA)
- Chartered Institute of Public Finance and Accountancy (CIPFA)

This route is typically for those with fewer than five years' relevant professional experience. If you have more, see page 18 for details of our Fast Track Professional entry route.

Module fees

	UK and overseas	Reduced rate
Exemption fee (per module)	£225	£153
Exam fee (per module)	£225	£153

You will also need to pay a one-time registration fee and join ICSA as a student member to sit our exams (page 19).



Fast Track Professional

Accelerate your route to Chartered membership

If you are a qualified law or finance practitioner with more than five years' experience, you could quickly become Chartered with our Fast Track Professional route. All we require is that you take two modules: Corporate Governance and Risk Management*. These will give you the core professional knowledge required of Chartered Secretaries and Governance Professionals.

As a lawyer, you will need to be a member of the Bar or Law Society for your jurisdiction, or compliant with the Qualified Lawyers Transfer Regulations.

As an accountant, you must be a member of one of the following professional bodies to qualify for this route:

- Institute of Chartered Accountants in England and Wales (ICAEW)
- Institute of Chartered Accountants of Scotland (ICAS)
- Institute of Chartered Accountants in Ireland (ICAI)
- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Management Accountants (CIMA)
- Chartered Institute of Public Finance Accountancy (CIPFA).

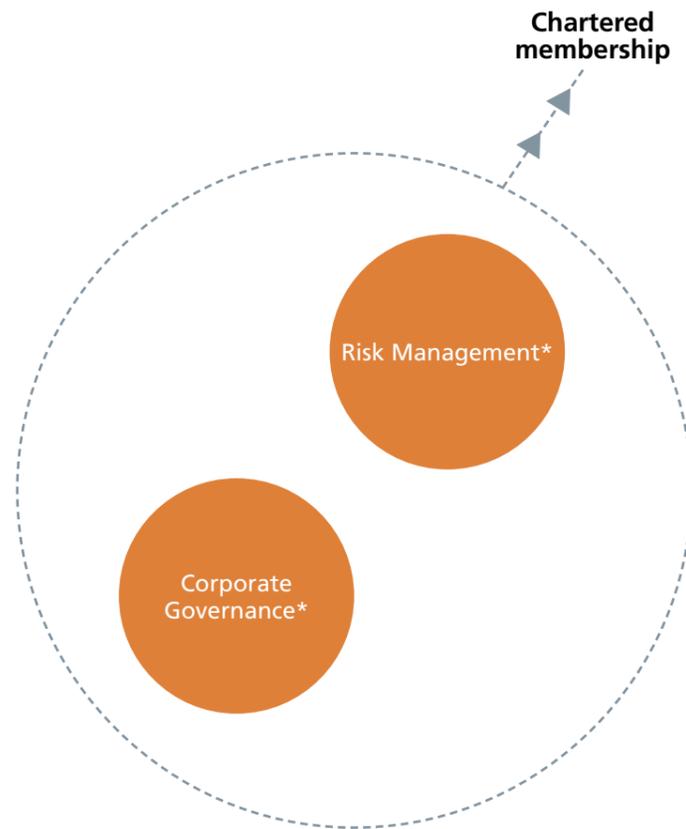
Single fee

	UK and overseas	Reduced rate
Registration, student membership, exemptions and exam entry	£1,845	£1,230

This single fee covers ICSA registration and membership for your first year, exemption and exam fees, plus six months' access to CSPOnline.

Additional fees may be payable to re-sit or postpone exams.

*If you are registering for exams before 3 April 2019, please contact our student services team for more information about applying for Fast Track.



Costing your studies

Taking the ICSA qualifying programme will involve paying an annual student membership fee and the specific examination or exemption fees for each module as you progress through the qualification. Do remember to account for both when planning your study. You should also factor in the costs of your study materials, which are charged separately, and budget for tuition charges too. Whilst we do not provide tuition services, a list of our registered partners can be found on page 21 and on our website.

Full fees apply for students in the UK, EU and Crown Dependencies. Students from many other countries are eligible for reduced rates. To help you or your employer plan for investing in your development, the table below gives an overview of the typical costs you will incur as you complete the programme.

Qualification cost summary	UK & EU	Reduced rate
1. A one-off registration fee paid at the beginning of your studies	£135	£75
2. Your annual student membership fee, due for renewal in August each year		
12 months	£185	£130
6 months	£92.50	£65
3. Module fees, paid on a subject-by-subject basis as you progress through the qualification		
Exam entry	£225	£153
Exemption	£225	£153
4. Study texts in print or digital editions for each module	£45 each	
5. Tuition fees per module, depending upon your chosen provider	£350–£600 per module	

For a list of reduced rate countries visit: [icsa.org.uk/ReducedRate](https://www.icsa.org.uk/ReducedRate)

How to apply

The best way to apply for the ICSA qualifying programme is online. Our website will guide you through the entry options that are relevant to your existing qualifications and experience.

If you are applying for one of the exemption routes described on pages 14-18 you will need to upload certified copies of your relevant academic or professional qualifications, and transcripts or evidence to show your membership of your professional body, to support your application.

On becoming an ICSA student, you will be asked for your commitment to abide by our Student Rules and Regulations and follow our Code of Professional Ethics and Conduct.

These undertakings help to ensure that you are observing high professional standards from the very start of your career in governance.

Start your application:
icsa.org.uk/apply

Registered tuition providers for the ICSA qualifying programme

The ICSA qualifying programme can be studied independently, but we recommend that you take up tuition to help you to achieve your qualification. We have a number of partners who are registered to provide tuition for our programme in person and through distance learning. Others have registration applications in progress and offer or plan to offer tuition in 2019. Further details and links to these providers are on our website.

Registered partners	Registration in progress
Global distance learning partners	
BPP Professional Education, Jersey	
Campbell's College	
UK	
Campbell's College	
Kensington College of Business	
Channel Islands	
BPP Professional Education, Guernsey	First Intuition, Guernsey
BPP Professional Education, Jersey	
Isle of Man	
Manx Professional and Educational Services	
Cyprus	
	Infocredit Group
Gambia	
	GFS Business Development Services
Jamaica	
	Jamaica Institute of Management
	Jamaica Stock Exchange
Mauritius	
Belstar Training Centre	BSP School of Accountancy and Management
Sagittarius	Pronumeris Training Centre
Uganda	
ICSA Uganda	
United Arab Emirates	
Capital Advantage	Governance Gurus
	Hawkamah

Discover more: icsa.org.uk/rtp

Postgraduate partners

GradICSA status can also be achieved by passing a validated postgraduate qualification with an ICSA university partner. These postgraduate qualifications cover approximately 80% of the same content as the ICSA qualifying programme and may offer fast track opportunities and exemptions for students with relevant experience. Most of these courses are flexible, allowing you to choose between studying full-time over a year or part-time over two.

When you join a university programme which is validated as a joint-award with ICSA, you should register as an ICSA student, this is the first step to becoming an ICSA member.

As an ICSA student, when you complete the university programme you can then go on to become an ICSA Graduate. This means that when you gain enough relevant work experience, you can apply to become a full member of ICSA, and be a Chartered Secretary.

You can learn more by visiting:

icsa.org.uk/postgraduate-membership



Bournemouth University

Bournemouth University with GTA University Centre, Guernsey

MSc Corporate Governance

Where: GTA University Centre, Guernsey

Delivery: Face-to-face, part-time

Duration: 30 months

When: Starts September 2019

Apply: gta.gg

Contact: Kate Lenfestey, kate.lenfestey@gta.gg



London South Bank University

London South Bank University

MSc Corporate Governance

Where: London South Bank University

Delivery: Face-to-face, part and full-time

Duration: 15 – 30 months

When: Starts January and September 2019

Apply: lsbu.ac.uk

Contact: Cherry Cheung, cheungc5@lsbu.ac.uk



UNIVERSITY OF PORTSMOUTH

University of Portsmouth

LLM Corporate Governance and Law/GradICSA

Where: University of Portsmouth

Delivery: Face-to-face, part and full-time

Duration: 12 – 24 months

When: Starts September 2019

Apply: port.ac.uk

Contact: Lee Roach, lee.roach@port.ac.uk



Leeds Beckett University

MSc Corporate Governance

Where: City Campus, Leeds Beckett University

Delivery: Face-to-face, part and full-time

Duration: 12 – 24 months

When: Starts January and September 2019

Apply: leedsbeckett.ac.uk

Contact: Nick Beech, n.beech@leedsbeckett.ac.uk



University of Lincoln

MSc Governance

Where: University of Lincoln

Delivery: Face-to-face, part and full-time

Duration: 12 – 24 months

When: Starts September 2019

Apply: lincoln.ac.uk

Contact: Nadia Gulko, ngulko@lincoln.ac.uk



University of Northampton

MSc Corporate Governance and Leadership

Where: Waterside Campus, University of Northampton

Delivery: Face-to-face, part and full-time

Duration: 12 – 24 months

When: Starts September 2019

Apply: northampton.ac.uk

Contact: George Kapaya, george.kapaya@northampton.ac.uk



Ulster University

MSc Management and Corporate Governance

Where: Jordanstown Campus, Ulster University, Marino Institute of Education, Dublin

Delivery: Face-to-face, part and full-time

Duration: 12 – 36 months

When: Starts September 2019

Apply: ulster.ac.uk

Contact: Nick Read, n.read@ulster.ac.uk

The Role of the Company Secretary: Part 1

An essential introduction to the duties of a company secretary

This two-part course is the ideal primer for newcomers to the role of company secretary. It also provides a good refresher for those seeking to increase their value to their organisation.

Part 1 develops understanding of your legal responsibilities under the Companies Act, the management of statutory records and your role in company decision-making and advising the board.



1 day, 6.5 hours CPD



London



Monthly across 2019



£345 – 685+VAT,
15% discount for both days



The ICSA Company Secretary's Checklists



icsa.org.uk/cosec-role-pt1



1 day, 6.5 hours CPD



London



20 Feb, 2 May, 20 Jun,
19 Sep, 28 Nov



£345 – 685+VAT,
15% discount for both days



The ICSA Company Secretary's Handbook



icsa.org.uk/cosec-role-pt2

The Role of the Company Secretary: Part 2

Continue to explore the company secretary's principal duties

Running efficient and effective meetings is a key skill for company secretaries. Part 2 builds further on understanding the company secretary's role, exploring how to get the most out of meetings, common problem areas, and the importance of information flow across stakeholders. Also covered are shares, share transfers, changes to share capital, and group structures. With lively and interactive case studies, and opportunities to get specialist advice, it will continue to develop your understanding of some of the complexities of the role.

Company Secretarial Practice for PLCs

The essentials for company secretaries in PLCs

This intensive course covers the essential knowledge and activities of a company secretary in a listed business. It will develop your understanding of the legal and regulatory frameworks for PLCs, including listing, disclosure and transparency rules. You will gain insights on the role of the board, managing share plans and year-end activities, and learn about developing key relationships with the board and investors.



1 day, 6 hours CPD



London



28 Feb, 6 Jun, 10 Sep, 28 Nov 2019



£345 – 685+VAT



The ICSA Company Secretary's Checklists



icsa.org.uk/cosec-practice-plcs

Introduction to Company Law

Discover how company law applies to everyday business

This practical course covers the fundamentals of company law using plain language and practical examples. You will learn how a company is set up and run, its 'life cycle' and its legal obligations, and gain an overview of boards, shareholders and the management of share capital. All delegates are welcome to attend and no prior knowledge is assumed.



1 day, 6.5 hours CPD



London



4 Apr, 18 Jun, 4 Sep 2019



£345 – 685+VAT



The ICSA Company Law Handbook



icsa.org.uk/company-law-intro



1 day, 6 hours CPD



London



21 Mar, 4 Jul, 8 Oct 2019



£345 – 685+VAT



Corporate Governance Unlocked



icsa.org.uk/cosec-practice-support-staff

Company Secretarial Practice for Support Staff

An introduction to company law and the company secretary

What exactly is a company? How is it set up? How does it work? This introductory course starts from the beginning, using practical examples and exercises. You will come away with a thorough grounding in company law and the role of the secretarial team. Designed for beginners of all ages, everyone is at a similar stage and no prior knowledge is assumed.



1 day, 6.5 hours CPD



London



20 Mar, 27 Jun, 10 Oct 2019



£345 – 685+VAT



Corporate Governance Unlocked



icsa.org.uk/corporate-governance-intro

Introduction to Corporate Governance

Learn the fundamentals of UK corporate governance

What exactly is corporate governance and why is it important? Who is responsible and what do they do? Designed for those who wish to gain a grounding in the principles, this course introduces corporate governance in the UK. It covers the law, regulation, the boardroom, stakeholders and more.

Essential Corporate Governance

Deepen your knowledge of the UK corporate governance environment

This course is for those looking to grow their understanding of corporate governance in the UK. Delegates include company secretarial and compliance staff, lawyers, accountants and other professionals. This course covers the Corporate Governance Code, the changing role of boards, directors' duties, reporting requirements, use of committees and risk management.



1 day, 6 hours CPD



London



5 Feb, 10 Apr, 11 Jun,
10 Sep, 13 Nov 2019



£345 – 685+VAT



The ICSA Corporate
Governance Handbook



icsa.org.uk/essential-corporate-gov

Directors and their Duties

Development for new directors and board advisors

Company directors are more exposed than ever to regulators, shareholders and the realities of the current business climate. This essential course outlines directors' legal responsibilities and liabilities and establishes a benchmark for good practice in the boardroom. You will gain insight into the main challenges faced by directors: from development, performance reviews and sanctions to managing relationships and conflicts.



1 day, 6 hours CPD



London



14 Mar, 3 Jul, 17 Oct 2019



£345 – 685+VAT



Corporate Governance
Unlocked



icsa.org.uk/directors-duties



1 day, 6 hours CPD



London



3 Apr, 10 Dec 2019



£345 – 685+VAT



The ICSA Corporate
Governance Handbook



icsa.org.uk/governance-unlisted-private-companies

Governance in Unlisted and Private Companies

Discover how good governance creates value

Good governance is not just about ticking boxes. It can deliver significant value for any business in terms of cost management, productivity, access to capital and more. This course uses real-world examples of how companies have benefited from investment in governance. In it we examine the challenges faced by unlisted businesses and how to turn them to your advantage. This course is perfect for anyone involved in (or promoting) governance in a private or unlisted business.



1 day, 6 hours CPD



London



6 Mar, 4 Jun 2019



£345 – 685+VAT



The Non-Executive
Directors' Handbook



icsa.org.uk/ned-programme

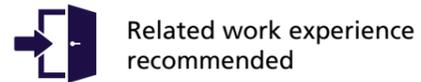
Non-Executive Directors' Programme

The definitive one-day course for new NEDs

Learn how to maximise your impact as a non-executive director whether you are new to the boardroom or looking to increase your influence. This practical programme covers all aspects of a modern NEDs role – responsibilities and the laws that underpin them, risk management, committees, board composition, remuneration and more.

Certificate in Company Secretarial Practice and Share Registration Practice

A practical qualification to kick-start your career in financial services



Related work experience recommended



Kensington College of Business, London



Taught course, face-to-face (London) or online



Oct 2019–Jun 2019
Feb 2019–Feb 2020



£1,200



Eligible



kensingtoncoll.ac.uk

Taught by Kensington College of Business and validated by ICSA, this Level 4 qualification has been completely rewritten and refocused for 2019-20.

Designed to give students a practical understanding of corporate secretaryship and share registration practice, it is suitable both for those who are new to the sector and those looking to brush up their existing knowledge. If you are looking to move your career towards working as a company secretary or share registrar, or if you are already working in a legal, accounting or banking role in financial services, this is the course for you.

Content

The course requires weekly attendance or online study over a period of nine or 12 months. Course modules centre upon:

- The company
- Governance and compliance
- Meetings
- Share registration

Benefits

Upon completion of this course, participants will have gained:

- a practical understanding of corporate secretaryship and share registration;
- a qualification recognised by many employers in awarding pay and responsibility;
- improved employment prospects in the financial services industry.



Certificate in Company Secretarial Law and Practice (Ireland)

Qualify in Irish company law and company secretarial practice



Tertiary level qualification or relevant work experience



Law Society of Ireland



Taught course, face-to-face (Dublin) or online



Course starts Oct 2019, exams Jan 2020



€1,550



Eligible



lawsociety.ie

Offered in partnership with the Law Society of Ireland, this course is designed to prepare suitably qualified individuals who deliver, or are expected to deliver, company secretarial services in Irish organisations.

Students are expected to finish the course with a detailed understanding of the practical aspects of the company secretarial role, including the procedures that need to be followed to ensure compliance, and a familiarity with both the framework of company law in Ireland and the corporate governance provisions therein.

Content

The course requires around 150 hours' study time over three to six months. Course topics include:

- Overview of Ireland's company law framework
- Key corporate governance provisions under the Companies Act
- Procedural requirements of company secretarial practice
- Making statutory and other filings to the Company Registration Office
- Procedures for compliance with statutory requirements

Benefits

Upon completion of this course, you will:

- understand the duties and role of the company secretary;
- gain insight into the latest developments in company law and secretarial practice;
- understand the rules regarding company incorporation, filing and the maintenance of statutory registers; and
- be equipped to ensure best practice in the running of board meetings.



Certificate in Employee Share Plans

A unique qualification for UK share scheme professionals



No formal qualifications



London



Taught course, face-to-face (London)



Part 1: Course starts Jun 2019, exam Jul 2019
Part 2: Course starts Sep 2019, exam Nov 2019



£4,215–4,315+VAT



Eligible



tapestryicsa.com

Delivered by multi award-winning, tier 1 law firm Tapestry Compliance and awarded by ICSA, this Level 4 course leads to the only professionally recognised qualification in the UK aimed uniquely at share plan professionals.

If you work in a company secretarial role, or in human resources and reward, or if you already work as a share plan administrator, this course gives you the firm foundation of knowledge you will need to design, develop and operate share plans effectively.

Content

The course is delivered in two block sessions days each and can be completed within nine months, supported by self-study. Topics covered by the course include:

- Share plan design
- Law and regulation, including market abuse and governance
- Executive and all-employee share plans
- Tax, NI and accounting
- Accounting for share plans
- Reporting and disclosure
- Administration, including service level agreements and data privacy
- The global operation of share plans

Benefits

Studying on this course will help you to:

- understand the latest thinking on share plan design, governance and regulation;
- make time and cost-effective decisions about when issues can be dealt with in-house, or need external advice;
- reduce risk, by being equipped to anticipate regulatory and compliance issues; and
- develop a broad perspective, by understanding how share plans impact upon different parts of the company.

Certificate in Corporate Governance

Introducing the UK and international governance landscape



No prior qualifications required



Self-study



Access to ICSA study support resources, optional tuition via partners



Exams Jun 2019, Nov 2019



£910 – 1,500



Eligible



icsa.org.uk/certcorpgov

Gain a global perspective on corporate governance with this internationally recognised qualification.

This Level 4 qualification introduces you to the key frameworks, codes and legal and regulatory requirements which underpin effective corporate governance. It is designed to help you to navigate complex governance structures, understand risk and support your organisation's governance needs.

If you work in a role with governance responsibilities attached to it, such as secretarial assistant, executive assistant or governance officer, this qualification can help improve your performance and add value to your organisation.

Content

The qualification takes 200 hours' study time over six to nine months. The topics covered include:

- General principles of corporate governance
- The board, shareholders and corporate reporting
- Board procedure and governance administration
- Risk governance

Benefits

You will gain a better understanding of:

- the role of the board and company secretary;
- how to support and engage with the board on legal, financial and regulatory issues;
- frameworks and principles of governance and how to apply the relevant codes;
- key players in governance; and decision-making complexities; and
- key ways to manage risk.

Advanced Certificate in Corporate Governance

Become an effective advisor on governance



No prior qualifications required, experience recommended



Self-study



Access to ICSA study support resources, optional tuition via partners



Exams Jun 2019, Nov 2019



£1,000 – 1,500



Eligible



icsa.org.uk/advcorpgov

This internationally-recognised qualification will give you the knowledge and skills needed to embed good governance practice at the heart of your organisation, whether that be a company in the private sector, a voluntary organisation or a public sector body.

The course is designed to give an in-depth understanding of key concepts in the area of corporate governance, among them leadership and the role of the board, risk management and internal controls, and shareholder relations. If you are working in a governance role, as a compliance officer, risk manager or other, this course will provide you with a comprehensive understanding of what effective governance means.

Content

The course requires 200 hours' study time over six to nine months. Topics covered include:

- General principles of corporate governance
- The board of directors and leadership
- Remuneration of directors and senior executives
- Relations with shareholders
- Risk management and internal control
- Corporate social responsibility

Benefits

You will develop and reinforce your understanding of:

- frameworks of governance in a national and international context;
- how to advise on governance issues while pursuing strategic objectives;
- the solutions-led analysis and evaluation of governance problems;
- principles of risk management for good governance; and
- responsibilities to stakeholders and how to advise on ethical conduct.

ACADEMY
GOVERNANCE

Essential Academy Governance

An introduction to the principles and practice of trust governance

Governance managers, experienced clerks and school leaders on this course will gain a practical perspective on the complexities of academy school trust governance, and how to deliver it. You will learn how to assess and improve your own governance arrangements and get fresh ideas for the development of your board and the governance professionals in your trust.



1 day, 6 hours CPD



London



16 May, 18 Sep 2019



£490 – 550+VAT



Academy Governance Checklists (summer 2019)



icsa.org.uk/essential-academy-governance

Certificate in Clerking of School and Governing Boards

The essential qualification for developing high quality clerks



3 months clerking experience and currently working in a school



Various



Taught course with local and online learning options



Course starts Sep 2019, exam June 2020 (local cohorts start throughout year)



£425 (£350 DfE funding available)



nga.org.uk/LeadingGovernance/Clerks

There is a greater need than ever before for high quality clerks who can provide the skills and knowledge that are crucial to the long-term success of a school.

Offered by the National Governance Association and accredited by ICSA, this Level 3 certificate provides the skills and knowledge needed by the modern professional clerk. A flexible programme designed for both new and experienced clerks working in schools, single or multi-academy trusts, course features include 360° diagnostic review, peer-to-peer and group learning, support with completing a school-based project; and completion of a personal learning log to record areas for further development after the programme finish.

Content

The course runs over a nine-month period and comprises a series of workshops, one-to-one mentoring and face-to-face sessions focusing on the development of clerking competencies. Areas covered include:

- Clerking diagnostics
- Knowledge development
- Personal development
- Practice development
- Sustainable networking
- Evidencing impact on board effectiveness

Benefits

This course will develop your delivery in clerking matters by:

- enhancing your knowledge, clerking skills and networks;
- creating a school-based project to improve effectiveness in clerking practice;
- enhancing awareness of your strengths and areas for development; and
- creating self-supporting groups to ensure learning and support beyond the duration of the programme.

Certificate in Academy Governance

Effective governance is key to academy success



No prior qualifications required



Self-study



Webinar taught course



Course starts Sep 2019,
exam Jun 2020



£1,000



Eligible



icsa.org.uk/academiescert

The delivery of good governance at your academy or multi-academy trust is vital to building a lasting and stable environment that enables your students to thrive.

This Level 4 qualification has been created to help meet the need for effective governance in academy schools. It helps you to develop the knowledge and skills you need to develop, maintain and enhance professional standards of governance at your academy or multi-academy trust. It specifically focuses on the governance needs of multi-academy trusts, and on how high standards in governance can be put into practice even across multiple sites.

If you are a clerk, trustee or governor, or work in a governance role in a new or converted academy, and are looking to professionalise your governance capabilities, this qualification will provide the skills you need.

Content

The course requires 200 hours' study time over nine months. The content comprises four compulsory modules which cover:

- Legislative and regulatory framework
- Governance
- Risk, compliance and policies
- Financial management

Benefits

You will gain:

- insight into how to support your school or MAT in navigating new financial systems, controls and procedures after academy conversion;
- essential skills into how to address matters of poor governance and lack of accountability; and
- in-depth knowledge that helps you to provide solutions for governance challenges and establish robust governance practices in your school or MAT.

CHARITY
GOVERNANCE

Essential Charity Governance

Your introduction to your governance and compliance responsibilities

Working for a charity offers unique opportunities and rewards, but there can also be challenges. In particular the responsibility for good governance and compliance, which can feel overwhelming. This course addresses these issues by offering comprehensive guidance for trustees, secretaries or anyone with a responsibility for charity governance and compliance. You will gain an understanding of the Charity Governance code, advice on compliance and good practice in charity board effectiveness, appointments, risk management and accountability and more.



1 day, 6 hours CPD



London



6 Feb, 11 Jul, 4 Dec 2019



£490 – 550+VAT



Charity Law and Governance:
A Practical Guide



icsa.org.uk/essential-charity-governance



1 day, 6 hours CPD



London



5 Jun, 9 Oct 2019



£490 – 550+VAT



Charity Checklists



icsa.org.uk/charity-secretary-role

The Role of the Charity Secretary

Understand how to be an effective charity secretary

Although not widely understood and often underused, the role of the charity secretary is key to maintaining the long-term success of the charity. This course provides expert guidance on the core duties of the role, the regulatory framework and insights into managing relationships with trustees, regulators and beneficiaries to give you the confidence to take up or to increase your value in this essential role.

Diploma in Charity Management

Enhance your qualification with professional accreditation from ICSA



Variable by course



Cass Business School,
London



Taught course, face-to-face
(London)



Course starts Apr 2019,
Oct 2019



£350 registration



Eligible



icsa.org.uk/cassbusiness

ICSA is pleased to work with Cass Business School in offering this postgraduate Diploma for those students who have completed the relevant parts of Cass' Charity Masters Programme.

If you are involved in charity management and are already studying for, or considering, the Cass Masters Programme, this Diploma will supplement your academic achievements with a recognised professional qualification, to support and reinforce your authority when dealing with, or advising on, governance matters.

Content

The Diploma is awarded on successful completion of four Cass Business School Masters Programme modules in:

- Learning and understanding the voluntary sector
- Resource management
- Marketing and fundraising
- Strategy, diversity and governance

Benefits

Particular benefits include:

- tuition from, and peer group benefits of, a leading business school
- the knowledge, skills and personal resources to become more effective in charity management.
- conceptual and practical understanding of diversity and governance; and
- access to a strong network and connections within the charity sector.



Cass Business School
CITY UNIVERSITY LONDON

Certificate in Charity Law and Governance

Strengthen your charity's mission with good governance practice



No prior qualifications required



Self-study



Webinar taught course



Course starts Sep 2019,
exam Jun 2020



£1,500, save 50% with an
ICSA bursary (see website)



Eligible



icsa.org.uk/clg

The impact a charity can have depends on an effective understanding of charity law and governance. Navigating complex legal and regulatory structures and understanding how they relate to effective governance is essential in helping your charity to fulfil its purpose.

This Level 4 qualification provides an introduction to the legal and regulatory framework around charities in England and Wales, and how this affects charities in relation to issues such as governance, sources of income, and stewardship of assets. If you work for a charity in a role such as secretary, board clerk, head of governance, director, or any other administrative role, this qualification will help you understand the legal framework specific to the charity sector to help you ensure your organisation remains compliant while pursuing its aims.

Content

The course requires 200 hours' study time over nine months. The qualification covers:

- Charity law
- Structures and legal forms
- Compliance and regulations
- Governance
- Sources of income
- Stewardship of funds and assets

Benefits

You will gain:

- insight into how poor governance and lack of accountability can cause reputational damage and organisational failure;
- detailed knowledge of the Charity Governance Code, and how to apply its principles;
- knowledge of the legal duties required of charity trustees; and
- the skills to help your organisation expertly navigate legal and regulatory requirements and develop solid governance practices.

HEALTH SERVICE
GOVERNANCE

Governance in the NHS

Explore governance challenges and solutions for service providers

Through real-life case studies, this course explores the underlying principles of good governance in public healthcare and the ongoing challenges facing NHS trusts. It provides plain-speaking, practical advice and valuable governance lessons from NHS commissioners and providers of NHS services that you can take back to apply in your organisation.



1 day, 6 hours CPD



London



21 May, 29 Oct 2019



£490 – 550+VAT



The ICSA Health Service Governance Handbook



icsa.org.uk/nhs-governance

Advanced Certificate in Health Service Governance

Advanced governance knowledge tailored to the needs of the NHS



No prior qualifications required



Self-study



Webinar taught course



Course starts Sep 2019, exam Jun 2020



£1,200



Eligible



icsa.org.uk/healthcert

The challenges faced by the NHS are unique and the provision of high quality services requires robust governance systems and practices. This qualification is designed to equip you with the advanced knowledge and skills needed to ensure effective service delivery in your NHS organisation.

This Level 6 qualification is the only one of its kind and covers the specific governance needs of the NHS in England and Wales. It is ideal for those who work in the NHS in a management or administrative role with governance responsibilities, such as board or trust secretaries in Clinical Commissioning Groups, Commissioning Support Units, Trusts or Foundation Trusts, directors of corporate governance or affairs, governance officers, those in non-executive or lay roles, or General Practice managers.

Content

The course requires 200 hours' study time over nine months. The qualification covers:

- The governance landscape and theoretical frameworks
- Governance structures and individual duties
- Foundation Trusts
- Clinical Commissioning Groups and new models of care
- Risk management, assurance and audit

Benefits

You will gain:

- in-depth understanding of governance frameworks and structures within the NHS, and legal/regulatory frameworks applicable to health service governance;
- skills to help you apply governance rules and principles within your organisation; and
- insight into principles of risk management, assurance and audit.

Certificate in Sports Governance

Champion good governance in sport



No prior qualifications required



Self-study



Webinar taught course



Course starts Sept 2019,
exam June 2020



£700 – 1,000



Eligible



icsa.org.uk/sportsqual

This Level 4 programme provides an introduction to the governance challenges faced by the sport sector.

It focuses on equipping those who work in the sports sector with the knowledge and key skills necessary to develop good governance practices within their organisation including applying the key principles of UK Sport's Code for Sports Governance. With public funding for sporting bodies in the UK dependent upon their being able to demonstrate they have in place effective governance practices in place, this accessible and practical qualification is invaluable for anyone working in a governance role in the sector.

Content

The course requires around 200 hours' study time over nine months. The qualification covers several key topic areas including:

- The sport governance landscape
- Developing effective governance structures in sports organisations
- Compliance requirements of key statutory policies
- Financial arrangements that ensure best practice
- Building effective relationships with stakeholders

Benefits

You will gain:

- insight into mitigating poor governance and lack of accountability so as to prevent reputational damage; and
- detailed understanding of UK Sport's Code for Sports Governance, and of how compliance with its requirements can impact upon funding.

FINANCE AND COMPLIANCE QUALIFICATIONS

International Finance and Administration qualifications

Rigorous, respected and regulator recognised

The International Finance and Administration (IFA) suite of qualifications have been developed in response to the increasing complexity of providing financial services across national boundaries, and the growing demand for greater transparency.

Financial services that operate in offshore environments are subject to multiple regulatory requirements, and our courses provide a rigorous, internationally recognised qualification to help ensure compliance in global financial services.

Gaining an IFA qualification will equip you for working in financial services, management and regulatory compliance across many offshore jurisdictions. An IFA qualification from ICSA is valued by employers who operate globally and know the benefits of having qualified professional staff with the relevant regulatory knowledge.

IFA qualifications have regulator recognition in the following jurisdictions:

- British Virgin Islands
- Bermuda
- Cayman Islands
- Guernsey
- Isle of Man
- Jersey
- Seychelles

The IFA Level 4 Suite

Start your career in offshore financial services



No previous experience required



Self-study



Access to ICSA study support resources, optional tuition via partners



Register anytime.
Exams Jun 2019, Nov 2019



Eligible



icsa.org.uk/ifa4

Completing an IFA Level 4 qualification is your first step into a career in the international finance sector.

The IFA Level 4 core modules introduce the offshore finance environment, including products and service; regulation and supervision; taxation and banking; trust and company law; and how to provide trust company business services. Optional specialist modules provide the opportunity to take an in-depth look at the topics of accounting and investment.

Content

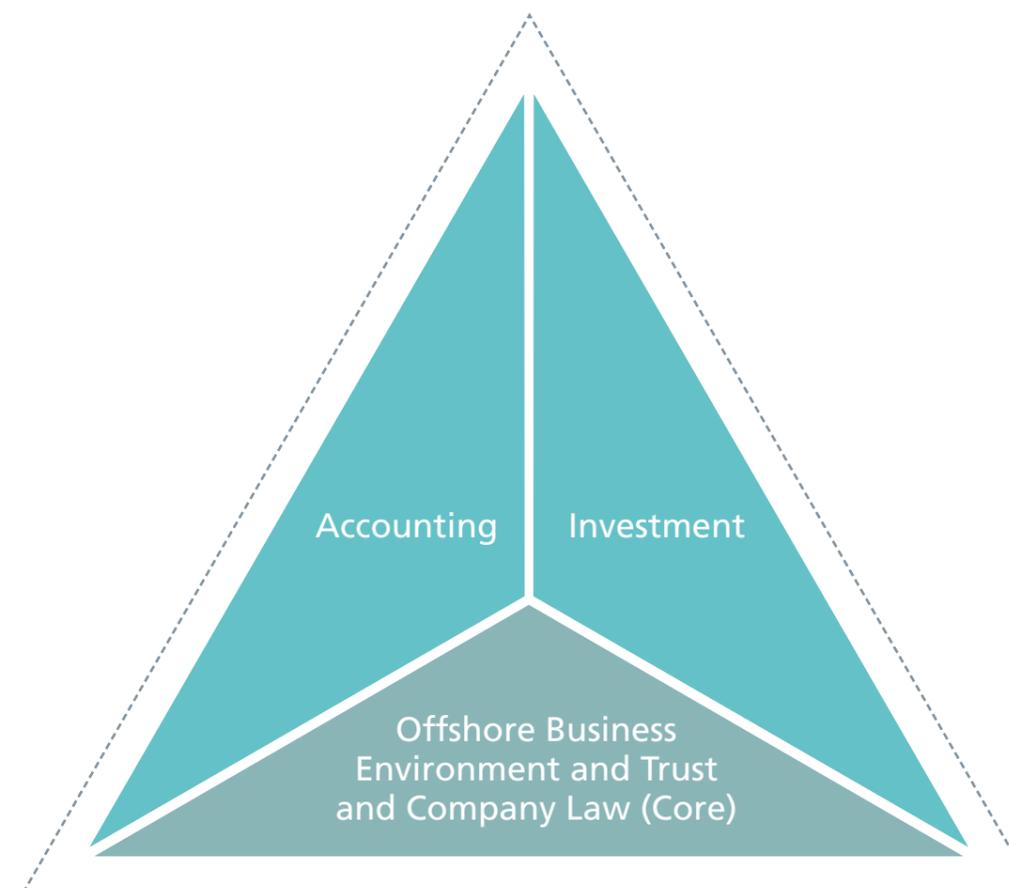
This is a flexible, step on/step off modular study suite of qualifications which gives you control of your learning. The compulsory core modules take 300 hours of study and each optional specialism takes 150 hours. This means there are four possible qualifications available which can be awarded depending on your combination of modules from either:

- The Offshore Business Environment and Trust and Company law (compulsory, 1 exam)
- Accounting (optional specialism, 1 exam)
- Investment (optional specialism, 1 exam)

Benefits

You will gain:

- a strong introduction to the principles of effective trust and company administration;
- understanding of global accounting and investment principles and practices;
- a regulator-approved qualification to enhance your career prospects within the sector;
- essential skills in preventing the harmful effects of financial crime; and
- completing all the exams will give you eligibility for the studying the IFA Level 5 qualification (see page 58).



Your final qualification reflects the modules you choose to study. You can start with the core modules for the Award then add further specialisms, to work towards the Subsidiary Certificate or Certificate qualifications.

Package prices

- ▲ Level 4 Award in International Finance and Administration
£1,025
- ▲ Level 4 Subsidiary Certificate in International Finance, Accounting and Administration
£1,280
- ▲ Level 4 Subsidiary Certificate in International Finance, Investment and Administration
£1,280
- ▲ Level 4 Certificate in International Finance and Administration
£1,540

Top-up your qualification: **£305 per specialism**

The IFA Level 5 Suite

Advance your understanding and career prospects



A recognised finance qualification is required. See details online.



Self-study



Access to ICSA study support resources, optional tuition via partners



Register anytime.
Exams Jun 2019, Nov 2019



Eligible



icsa.org.uk/ifa5

Expand your portfolio of skills and knowledge in international financial services provision to enhance your career or prepare you for entry to the ICSA qualifying programme*.

Building on our IFA Level 4 suite, these qualifications provide a more detailed understanding of international finance, with a flexible structure that can be tailored to suit the needs of different sectors or areas of work, including fund administration, business management and financial reporting and governance.

Ideal for those who already work in a supervisory or junior management finance role, and have an introductory professional qualification (such as the IFA Level 4 Certificate or equivalent), an IFA Level 5 qualification can give you a competitive advantage in jurisdictions where regulator-recognised qualifications are a requirement.

Content

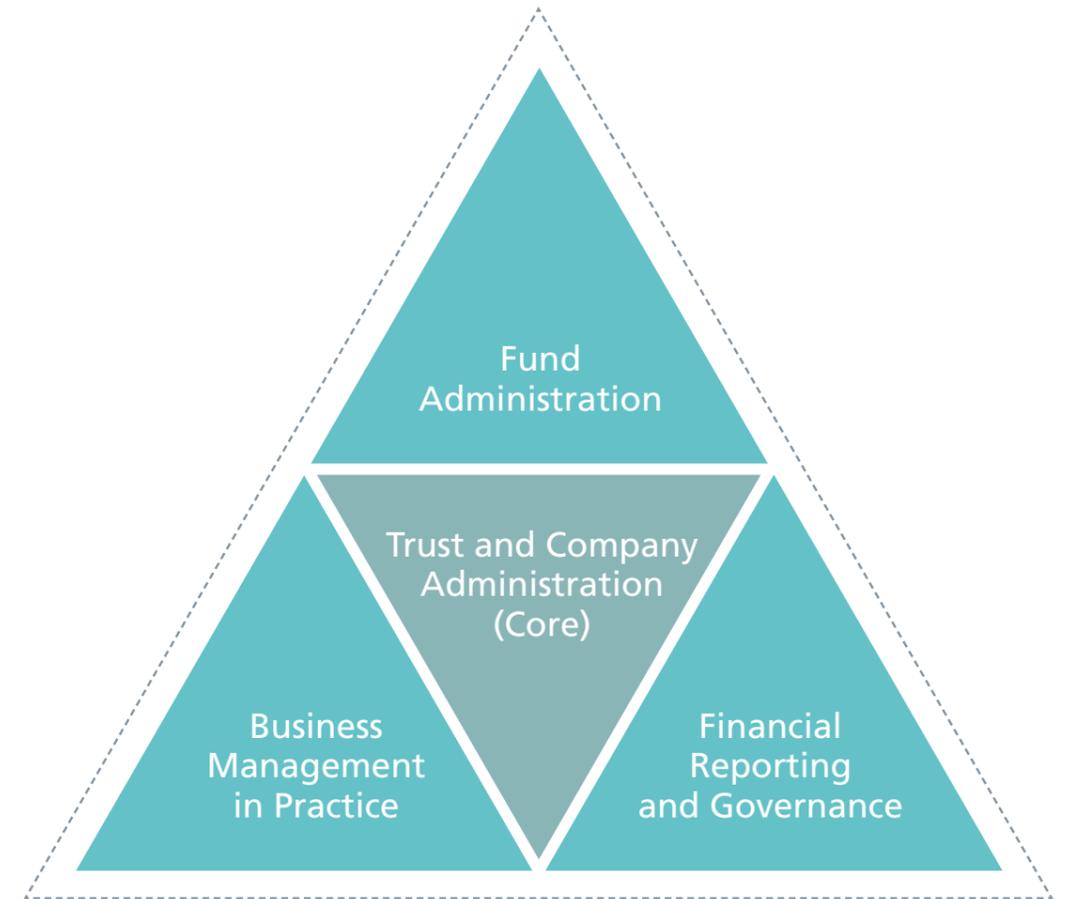
The compulsory core modules take 150 hours study and each optional specialism takes 150 hours. This means there are three possible qualifications available which can be awarded depending on your combination of modules from either:

- Trust and Company Administration (compulsory, 1 exam)
- Fund Administration (optional specialism, 1 exam)
- Business Management in Practice (optional specialism, 1 exam)
- Financial Reporting and Governance (optional specialism, 1 exam)

Benefits

You will gain:

- advanced understanding of international finance and trust and company administration practices;
- clear insight into how to apply codes of practice and guidance to meet regulator requirements;
- in-depth knowledge of specialist topics;
- a regulator-approved qualification to enhance your career prospects; and
- *eligibility for entry onto the ICSA qualifying programme through completion of all four exams.



Your final qualification reflects your module choices, so you can start with the core modules then add further specialisms to work towards your chosen qualification.

Package prices



ICSA Level 5 Advanced Certificate in International Finance and Administration
£1,130



ICSA Level 5 Subsidiary Diploma in International Finance and Administration
£1,540



ICSA Level 5 Diploma in International Finance and Administration
£1,950

Top-up your qualification: **£460 per specialism**

Certificate in Fund Administration

Principles of fund administration and management



A recognised finance qualification is required. See details online.



Self-study



Online with digital study materials. Optional tuition available from partners.



Register anytime. Exams Jun 2019, Nov 2019



£500 – 750



icsa.org.uk/ifa5funds

This standalone Level 5 qualification from our IFA suite provides an understanding of the fund administration and management process. If you work in fund administration, but are not involved in trust and company administration*, and are already suitably qualified, this certificate offers a qualification specifically tailored to help you progress in your chosen field.

Content

The qualification requires around 150 hours' study time over six months and is assessed by one exam.

Subjects covered include investing money and assets, the role and duties of fund administrators and fund managers, how the funds industry and its services are regulated, fund products and services available to investors and characteristics of investment and portfolio management practice.

Benefits

Upon completion of this course you will have gained:

- insight into the investment world, the drivers behind it and the essentials of constructing a portfolio;
- an understanding of the roles of the key principles to a fund and the importance of net asset valuation (NAV);
- in-depth knowledge of fund types, structures and services available to investors in offshore jurisdictions; and
- skills to help you navigate complex regulatory requirements to help protect the assets of investors.

*If you work in trust and company business, see details of the Fund Administration option in our IFA Level 5 qualifications on p.52-53.

International Certificate in Financial Services Regulation

Essential learning for a career in the regulation of financial services



No prior qualifications required



Via Online Classroom Live



Online tuition, combined with digital support sessions.



Courses start Mar 2019, Oct 2019, exams Dec 2019, Mar 2020



£1,995 for Online Classroom Live. £2,495 for face-to-face tuition



icsa.org.uk/icfsr

Delivered by Jersey International Business School and BPP, this Level 3 qualification will equip you with the knowledge and skills for a career as a regulator. Aimed at those entering the profession or junior members of a regulatory body, the course covers the basic principles and practices of financial regulation.

Content

The course is delivered over a period of nine months. Contact hours feature a one half day induction, followed by two days of tuition and a further three days of tuition four months later. Topics include:

- The legal and regulatory framework relating to regulation
- The role of financial services regulators and how they operate
- Authorisation
- Supervision
- Conduct risk management
- The regulation of financial crime prevention

Benefits

Upon completion of the course you will gain:

- understanding of how financial services are regulated;
- knowledge of roles and responsibilities of regulators; and
- a professional qualification to recognise your achievements.

Registered tuition providers for the IFA qualifications

While IFA qualifications can be obtained through independent study we recommend that you take tuition to help you to achieve your qualification.

We have a number of partners who are registered to provide tuition for our qualifications in person and through distance learning. Others have registration applications in progress and plan to commence tuition in 2019. Further details and links to these providers are on our website.

Registered partners	Registration in progress
Global distance learning partners	
BPP Professional Education, Jersey	
Campbell's College	
Manx Professional & Educational Services Ltd	
UK	
Campbell's College	
British Virgin Islands	
H Lavity Stoutt Community College	
Channel Islands	
BPP Professional Education, Jersey	First Intuition
BPP Professional Education, Guernsey	
Cayman Islands	
Innovative Management & Professional Training	
Gambia	
	GFS Business Development
Isle of Man	
Manx Professional & Educational Services Ltd	Ultratech Associates
Jamaica	
Jamaica Stock Exchange	
Mauritius	
Belstar training centre	Pronumeris Training Centre
Sagittarius	

Discover more: icsa.org.uk/rtp-ifa

GOVERNANCE
LEADERSHIP
PROGRAMME

Governance Leadership Programme

The residential experience

Four days dedicated to developing your strategic leadership abilities



You need to be working at a senior level to benefit



De Vere Theobalds Estate, Cheshunt



Four days, 24 hours CPD



17–20 Jun and 7–10 Oct 2019



£4,000 – 4,500+VAT



icsa.org.uk/glp

The Governance Leadership Programme enables you to develop understanding, skills and confidence to take your performance from good to outstanding. Designed for experienced company secretaries and governance professionals, it gives you the skills to meet the challenges that you face at a career crossroads, in addressing a big professional challenge, or when seeking greater passion and purpose in your work.

Delivery

You will take part in a series of workshops delivered across four days. You will learn from your peers in a positive and welcoming environment and benefit from exclusive access to the Programme Director, Anna Bateson and inspiring after-dinner speakers.

Post-programme, individual diagnostic sessions support the practical application of your learning to reflect on your strengths and aspirations. This reflective approach results in a personalised action plan and commitment to apply new thinking and behaviours. You will also benefit from post-course access to further mentoring and support.

Content

Rather than focus on the day-to-day technical aspects of governance, the programme develops your ability to understand and connect with strategy and stakeholders and on managing emotions and relationships to achieve positive results.

The programme structure covers:

- Day 1: The changing role of the governance professional
- Day 2: Strategy
- Day 3: Your strengths and potential
- Day 4: Personal development session

Benefits

Gain the insights, strategies and motivation to make a difference and meet with a broad network of likeminded people to support the next stage of your career.

The modular courses

Tailor the pace and content of the programme to suit your needs

The Governance Leadership Programme is also available as a modular programme. Modules can be taken consecutively or you can focus on those most relevant to you. You will be eligible for a 25% discount off the modular programme fees if you book all three together.

Strategic Skills for Governance Professionals

Become an enabler of strategy and elevate your board's performance

As you move beyond the position of a technical expert, your contribution to the strategy of your organisation becomes a crucial aspect of your role as a company secretary or governance professional. Knowing how to assess the organisational landscape through effective strategic analysis is part of your role as an expert. Knowing how to enact those insights is the essential skill that you will learn as you move from informing to enabling.



1 day, 6 hours CPD



London, Jersey (tbc)



12 Feb, 29 May, 12 Sep 2019



£370 – 710+VAT



icsa.org.uk/glp



1 day, 6 hours CPD



London, Jersey (tbc)



12 Mar, 2 Jul, 16 Oct 2019



£370 – 710+VAT



icsa.org.uk/glp

Influencing Skills for Governance Professionals

Understand the factors that drive organisational performance

The roles of governance professionals and company secretaries are changing. Today's professionals need to recognise the nuanced dynamics of their board to enable its effective operation. Addressing the real challenges you face in your day-to-day work and knowing how to manage and influence stakeholder relationships will move you to beyond the role of technical expert in your organisation to lead systemic and cultural change.

Leadership Skills for Governance Professionals

Know your strengths and understand how to develop your team

Leadership is a 360-degree activity that takes place across geographic, generational and gender boundaries and involves a complex web of stakeholders. You will explore what leadership means for company secretaries and governance professionals and how your strengths, styles and personal brand can combine to make an impact. This day will equip you with the skills to lead colleagues in the boardroom, in the secretariat and beyond.



1 day, 6 hours CPD



London, Jersey (tbc)



9 Apr, 23 Jul, 14 Nov 2019



£370 – 710+VAT



icsa.org.uk/glp

ESSENTIAL
SKILLS

Effective Chairing Skills

Master the art of running effective meetings

An effective meeting requires an effective chair. This course teaches the practical skills that every company needs to get things done. Delivered with a mix of teaching, exercise and discussion, we focus on three key areas: planning, chairing and evaluation. Across the day we will examine how you can improve group participation, increase your personal impact, manage difficult situations and overcome barriers to good decision making.



1 day, 5.5 hours CPD



London, Dublin



16 Apr, 3 Oct 2019 London
15 Oct 2019 Dublin



£255 – 480+VAT



icsa.org.uk/effective-chairing-skills

Document Retention: Getting it Right

The knowledge you need to get your documents in order

Business must maintain clear records in order to avoid financial and legal difficulties. The problem lies in knowing which documents to retain and for how long. This course examines the importance of a robust document retention policy and gives you practical advice on how to develop and introduce one into your organisation. It also covers data law, the use of documents as evidence and the issues surrounding the retention of electronic data.



1 day, 6 hours CPD



London



8 May, 11 Sep 2019



£345 – 685+VAT



icsa.org.uk/document-retention



1 day, 6 hours CPD



London, Dublin



Monthly across 2019 London
9 Apr, 16 Oct 2019 Dublin



£255 – 480+VAT



Effective Minute Taking



icsa.org.uk/effective-minute-taking

Effective Minute Taking

Discover how to take confident and accurate minutes

Taking minutes can be hard, and common challenges such as a vague agenda, ambiguous agreements or an unskilled chairperson can make the creation of an accurate record particularly difficult. This practical course provides a toolkit of proven techniques to boost your confidence in overcoming these issues and presenting clear, accurate minutes.

New courses

New one day courses will be added to our portfolio across 2019/20. Please check the website for the latest developments.

Online training

Fast and flexible skills development



4 – 7 hours CPD per course



£50 – 100+VAT



icsa.org.uk/online-training

If you need the flexibility and convenience of an online learning course to build your skills and knowledge across a range of specialist areas, we have a number of options for you.

Our short-format packages provide four hours of learning, offering an ideal introductory or refresher course on the following topics:

- **Anti-Money Laundering**
- **Automatic Enrolment: A Guide for Professionals**
- **Communicating Complex Ideas**
- **Corporate Governance**
- **Data Protection**
- **Due Diligence in Mergers and Acquisitions**
- **Finance: The Basics**
- **Financial Briefing: Assessing Going Concern**
- **Negotiation Skills**
- **Professionalism and Ethics**
- **Risk Management**
- **Strategic Financial Management**

The long-format packages provide deeper insight into the subject matter with between 6–7 hours of learning in the following areas:

- **Business Ethics**
- **Governance and Risk**
- **Governance, Risk and Compliance for Financial Services**
- **Fighting Financial Crime**
- **Information Security**
- **UK Financial Regulations**
- **EU Financial Regulations**

Bespoke training

Training is an essential investment in developing the effectiveness of the people in your organisation. Training whole teams in key areas, as well as individuals, can deliver huge benefits too. It creates a shared environment for new knowledge and understanding, focuses on the issues in your particular organisation and market, and facilitates the development of plans to put good practice into action. What's more, whole team training can be a highly cost-effective solution to raising the performance, delivered in your offices, at a time that's convenient to you.

All ICSA training courses are available for bespoke delivery, wherever you are and whatever the size of your team. We regularly provide a bespoke training service to clients in the corporate, not-for-profit and public sectors, drawing upon extensive knowledge of company secretarial and governance practice and the expertise of our market-leading trainers.

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Guidance notes

ICSA guidance tackles key aspects of company secretarial practice and governance in three ways:

- **Good practice briefings** outline key governance principles in areas such as board effectiveness
- **How to guides** set out how to tackle a particular issue, such as how prospective trustees undertake due diligence
- **Models and exemplars** as a trusted basis for your key documents such as specimen terms of reference and matters reserved for the board

Some guidance, such as notes for academy school trusts and sports organisations are freely accessible to website subscribers. All guidance is available to ICSA members, students and professional subscribers.

icsa.org.uk/guidance



Research

We undertake research on contemporary issues at the heart of governance, including good practice, meeting new regulatory challenges and shaping boardroom culture and behaviours. We also publish the bi-annual Boardroom Bellwether Survey, now in its 7th year, in partnership with the FT.

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There has never been a better time to be involved in governance. And there is no better way to gain the right skills and credentials than by planning your professional development with ICSA: The Governance Institute.

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