

Accredited training

# inspiring boardroom leadership

... advanced skills for board members  
and senior executives of public bodies



# background and purpose

## Introduction

The environment in which Board Members of public bodies operate is changing. Devolved powers of the Northern Ireland Assembly are beginning to impact like never before; the focus on good governance brings new pressures; public expenditure is tight and will become even tighter; accountability for weakness, and in some cases failure in public services, is increasing; and the need to ensure engagement of staff and delivery of quality services is a top priority.

In this increasingly complex and volatile environment, it is essential that all Board Members and senior executives are aware of their responsibilities and can effectively discharge their leadership and governance roles. Although still important, it is no longer sufficient for Board Members and those charged with good governance just to know the basics. From CIPFA's extensive experience of working in the governance arena in Northern Ireland, particularly from our recent experience from governance reviews, we are aware that the 'soft' skills are just as important as the 'hard' skills. The pressure is beyond conformance by Boards to performance of Boards.

The skills now needed by those charged with ensuring good governance are becoming broader and deeper. In our experience these are:

- communicating a clear vision and values are essential to influence culture and behaviours in public bodies
- having the right conversations at Board level, particularly when those are difficult conversations, can really make a difference to improving public services
- ensuring that all staff feel safe, supported, heard and valued is vital in building a culture of quality service, effective delivery, and resilience

## Purpose

To meet these needs, the CIPFA 'Boardroom Leadership Programme' provides an excellent opportunity for Board Members and senior executives to reflect on their role, learn from best practice, and ensure they are leading their organisations effectively.

This programme builds upon CIPFA's introductory training for Board Members, which has been used by most public bodies in Northern Ireland, providing a more advanced insight into the leadership issues faced by Boards of public bodies.

CIPFA's 'Boardroom Leadership in the Public Sector' programme is designed to help Board Members and senior executives of public bodies address the very real and current issues they face in the boardroom. It is highly practical, underpinned by relevant principles and concepts. The programme has been deliberately designed to be delivered in a series of practical and interactive workshops.

This unique accredited programme will lead to CIPFA's Diploma in Boardroom Leadership (the equivalent of an internationally recognised ILM Level 5 Award in Leadership) and upon successful completion could lead to a special category of CIPFA membership currently being developed.

# learning outcomes

By the end of this programme, participants will:

- Know the legal and accountability requirements of Board Members
- Understand the leadership role of the Board, individual Board Members and senior managers
- Have the knowledge and confidence to lead and direct the organisation
- Be able to hold the senior management team to account for the performance of the organisation
- Have developed a bespoke Governance Action Plan for presentation to their Board
- Achieve the internationally recognised ILM Level 5 Award in Leadership

# who will benefit

The programme is aimed at Board Members, aspiring Board Members, Chief Executives, Directors and senior executives in the public and charity sectors.

# programme team

Building on our track record as governance standard setters, the leading providers of governance training to public bodies in Northern Ireland, and as governance advisers to many Boards of public bodies, CIPFA has collaborated with Leading Governance Ltd to develop and deliver this important programme. Leading Governance Ltd is a provider of specialist training and consultancy focussing on Boardroom leadership.

The programme will be facilitated by Joy Allen and Richard O'Rawe, who are specialist governance and leadership trainers, experienced company directors and Board Members of public bodies and charities, thus offering a unique mix of knowledge and practical governance guidance.

During the past 11 years, Joy Allen has provided governance training, coaching, and consultancy to Board Members and CEOs throughout Ireland. Key services provided include governance training, governance reviews, development of Governance Action Plans and Governance Manuals, coaching and mediation for Chairs and CEOs. Joy has an MSc in Executive Leadership, and is a Chartered Director. Her experience includes 14 years of Board membership, including 7 years as a Non-Executive Director of Belfast Health & Social Care Trust, one of the largest Trusts in Europe.

Richard O'Rawe is an experienced facilitator and a leadership specialist who has worked with a wide variety of Boards in public, private and voluntary sectors throughout Ireland in areas such as leadership development, strategy formulation and organisational development, including governance. He has an MSc in Executive Leadership and is currently Chair of the Belfast Metropolitan College and Executive Chair of Visit Derry. In 2011 he was awarded an ILM Level 7 Certificate in Leadership Mentoring and Executive Coaching.



**LEADING  
GOVERNANCE**

# \ programme cost

The cost of the programme is £1,950 + VAT per delegate. This covers the cost of attendance at all workshop sessions, governance support and mentoring for the duration of the programme, access to CIPFA's Better Governance Forum and wider governance resources, registration and assessment for CIPFA's Diploma in Boardroom Leadership.

# \ further information

For further information, please contact:

**CIPFA Customer Services**

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# \workshops

## Breakfast meeting

- Introduction to the programme, facilitators and participants

## First Check All the Rules

- The legal imperatives
- Your role as a Director – the new paradigm
- NEDs and Executive Directors
- Board effectiveness – how do we measure up?

## Effective Leadership in a Boardroom Setting

- Leadership roles and styles
- Leading from your seat
- Developing leadership effectiveness in yourself and others

## Your Duty to Set Direction and Culture

- Mission, vision, values
- Culture in the Boardroom and the organisation
- Making strategic choices
- Decisions, execution and review

## Roles, Responsibilities and Relationships

- Clearly defined functions and roles
- Relationships in the Boardroom and beyond
- Measuring success

## Governance Action Plan

- Developing capacity and capability
- Board review and development processes
- The Governance Action Plan in practice

## Presentation of the Personal Learning Journeys – Course Assessment

For further information on this qualification, please contact:

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