



**ARENKWE**  
ACADEMY  
TAILORED TRAINING. TRUSTED EXCELLENCE



Arenkwe Academy (Pty) Ltd

**COURSE OUTLINES**

2026

Invest in your people - Solutions that Shape Stronger Organisations

# ARENKWE ACADEMY – BESPOKE COMPREHENSIVE COURSE OUTLINES 2026

This document contains the full, practitioner-led course outlines for all Arenkwe Academy training programmes scheduled for 2026. Each outline sets out the programme focus, key topic areas, delegate learning outcomes, delegate takeaways, and course materials. The content aligns with the approved 2026 Arenkwe Academy Training Calendar.

## INTRODUCTION TO CORPORATE GOVERNANCE

Programme Focus: Foundational governance literacy for entry-level and developing governance professionals/consultants.

### Key Topics:

- Purpose and value of corporate governance
- Governance vs management roles and accountability
- Board, committee and management structures
- Stakeholder-inclusive governance
- Overview of King V™ and the Companies Act 71 of 2008

### Delegates will learn to:

- Understand governance terminology and frameworks
- Apply proportional governance in group structures
- Draft governance frameworks (for Group and Companies)
- Draft Board-Management; Financial; Committee-Executive delegation of authority frameworks
- Identify governance roles and responsibilities
- Recognise good (quietly enabling sustainability) governance and poor governance (silently creating risk) practices

### Delegate Takeaways:

- Confidence engaging in governance discussions
- Principals in drafting governance prescripts
- Practical understanding of governance in action

### Course Materials:

- Governance glossary
- King V™ principles summary
- Governance structure diagrams
- JSE Listing governance requirements

## REGULATORY BASICS FOR GOVERNANCE PROFESSIONALS/CONSULTANTS

Programme Focus: Practical navigation of governance-related regulation.

### Key Topics:

- Companies Act essentials
- Directors' fiduciary duties in law and governance
- Regulatory bodies and enforcement trends (Banking, Telecommunications, Insurance)
- Interpreting regulatory updates

### Delegates will learn to:

- Interpret governance-related legislation
- Identify regulatory risk areas early
- Support boards with regulatory insight/oversight

### Delegate Takeaways:

- Increased regulatory confidence
- Improved interpretation of the regulation and guidance notes
- Improved compliance awareness

### Course Materials:

- Regulatory reference guide
- Interpretation checklist

## BOARD & COMMITTEE ADMINISTRATION ESSENTIALS

Programme Focus: Technical and qualitative excellence in board and committee support.

### Key Topics:

- Board and committee structures
- Annual workplans and agenda planning
- Minute-taking principles and legal defensibility
- Resolution drafting and approvals
- Statutory record keeping
- Critical review of the meeting papers
- QA meeting pack against the governance prescripts

### Delegates will learn to:

- Prepare effective board packs
- Engage and advise the Board/Committee members
- Take high-quality, defensible minutes
- Support Board/Committees professionally

### Delegate Takeaways:

- Confidence in board administration roles
- Confidence in advisory “as it happens”
- Practical role-play in a workshop setting
- Improved governance record quality

### Course Materials:

- Agenda and workplan templates
- Minutes exemplars
- Resolution drafting guide

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## GOVERNANCE, RISK & COMPLIANCE (GRC) INTEGRATION

### 2-DAY PRACTITIONER-LED WORKSHOP

#### Target audience

- Governance professionals
- Risk and compliance managers
- Company secretaries
- Senior consultants
- Heads of GRC / assurance

#### Course positioning

This programme equips delegates to design, implement and sustain an integrated GRC framework that boards can understand, rely on and use.

## DAY 1 — GOVERNANCE AS THE ANCHOR

### Session 1: Why GRC Integration Fails (and How to Fix It)

Purpose: Reset thinking and establish a shared mental model

#### Key topics

- Why GRC silos persist
- The real cost of fragmented GRC
- Board expectations vs operational reality
- What “integration” actually means in practice

#### Workshop output

- Shared definition of integrated GRC
- Identification of common pain points

### Session 2: Governance as the Foundation of GRC

Purpose: Anchor integration in governance, not tools or functions

#### Key topics

- Role of the board and committees in GRC
- Delegation of authority and decision rights
- Accountability vs execution
- Governance structures that enable integration

#### Practical exercise

- Mapping governance structures to GRC responsibilities
- Workshop output
- Clear governance anchor points for GRC

### Session 3: Risk Management in an Integrated Environment

Purpose: Move from risk registers to risk intelligence

#### Key topics

- Strategic, operational and emerging risks
- Risk ownership and accountability
- Risk escalation and decision-making
- What boards actually want from risk reporting

#### Practical exercise

- Re-framing risk information for board use
- Workshop output
- Risk categorisation aligned to governance structures

## Session 4: Risk Appetite as the Integration Engine

**Purpose:** Use risk appetite to connect governance, risk and compliance

### Key topics

- Defining meaningful risk appetite
- Translating appetite into operational thresholds
- Linking risk appetite to:
  - delegations of authority
  - escalation triggers
  - assurance focus

### Practical exercise

- Risk appetite linkage mapping
- Workshop output
- Draft risk appetite integration map

## Session 5: Compliance as an Outcome, Not a Function

**Purpose:** Shift compliance from rule-following to risk-based oversight

### Key topics

- Risk-based vs rules-based compliance
- Regulatory obligations vs governance commitments
- Embedding compliance into business processes
- When compliance issues escalate to the board

### Workshop output

- Compliance role clarified within integrated GRC

## Day 1 Close

### Reflection

- Key insights
- Integration gaps identified
- Preparation for Day 2 (design & implementation)

## DAY 2 — DESIGN, ASSURANCE & IMPLEMENTATION

## Session 6: Designing an Integrated GRC Framework

**Purpose:** Move from concepts to structure

### Key topics

- Core components of an integrated GRC model
- Centralised vs federated vs hybrid approaches
- Role clarity across G, R and C
- Avoiding duplication and control fatigue

### Practical exercise

- Designing a high-level integrated GRC model

### Workshop output

- Draft integrated GRC framework

## Session 7: GRC Reporting & Board Information

**Purpose:** Improve the quality of GRC information reaching boards

### Key topics

- Integrating risk, compliance and assurance reporting
- Designing board-ready dashboards
- Early warning indicators
- Escalation thresholds

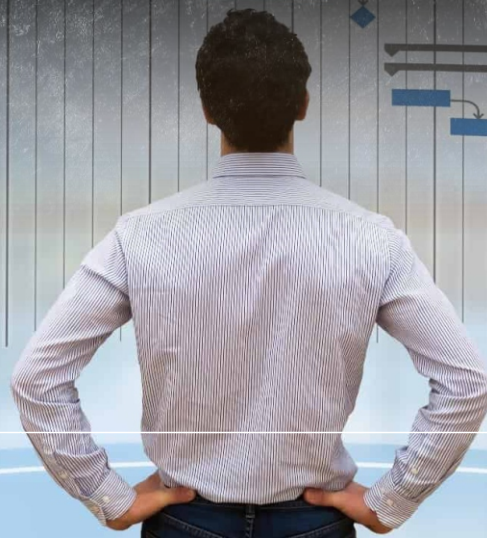
### Practical exercise

- Redesigning a GRC board report

### Workshop output

- Board-focused GRC reporting structure

Costs  
Planning finished  
Project Execution  
Subtask 1  
Initiating  
Executing  
Deliverable  
Subtask 2  
Initiating  
Executing  
Deliverable  
Project closing  
General deliverable



## Session 8: Combined Assurance as the Glue

Purpose: Align assurance activities to integrated GRC

### Key topics

- Relationship between GRC and combined assurance
- Mapping assurance providers to key risks
- Preventing assurance fatigue
- Using assurance to support governance decisions

### Practical exercise

- Combined assurance mapping aligned to GRC risks

### Workshop output

- Assurance map supporting integrated GRC

## Session 9: Technology Enablement (and Risks)

Purpose: Use tools wisely — without automating bad governance

### Key topics

- Role of GRC systems
- Data ownership and integrity
- Risks of over-automation
- Aligning systems to governance, not the other way around

### Workshop output

- Technology considerations checklist

## Session 10: Implementing GRC Integration — A

### Practical Roadmap

Purpose: Ensure integration actually happens

### Key topics

- Assessing current GRC maturity
- Phased implementation approach
- Change management and stakeholder buy-in
- Measuring success and maturity over time

### Practical exercise

- Building a 90-day and 12-month GRC integration roadmap

### Workshop output

- Practical implementation plan

### Course Deliverables (Arenkwe Academy Standard)

Delegates receive:

- Integrated GRC framework template
- Risk appetite linkage tools
- Board reporting templates
- Combined assurance mapping tools
- Practical implementation roadmap



## COMBINED ASSURANCE IN PRACTICE – FLAGSHIP (2 DAYS)

Programme Focus: Designing and implementing effective combined assurance models.

### Key Topics:

- Combined assurance principles
- Roles of assurance providers
- Assurance mapping and coordination
- Assurance reporting to boards and committees

### Delegates will learn to:

- Implement combined assurance frameworks
- Improve board assurance confidence
- Coordinate assurance providers effectively

### Delegate Takeaways:

- Practical combined assurance capability
- Board-ready assurance outputs

### Course Materials:

- Combined assurance matrix
- Assurance mapping tools
- Sample board dashboards

## STRATEGIC GOVERNANCE & BOARD EFFECTIVENESS – FLAGSHIP

Programme Focus: Positioning governance as a strategic enabler.

### Key Topics:

- Governance beyond compliance
- Board dynamics and decision-making
- Board performance and evaluations
- Governance oversight of strategy

### Delegates will learn to:

- Assess and improve board effectiveness
- Support boards strategically
- Align governance with organisational strategy

### Delegate Takeaways:

- Strategic governance mindset
- Board effectiveness tools

### Course Materials:

- Board effectiveness toolkit
- Evaluation templates

## ADVISORY SKILLS FOR GOVERNANCE PROFESSIONALS

Programme Focus: Building advisory presence and influence.

### Key Topics:

- Advisory vs administrative roles
- Influencing without authority
- Board communication techniques
- Managing difficult governance conversations

### Delegates will learn to:

- Communicate governance advice clearly
- Engage confidently with directors
- Navigate sensitive governance issues

### Delegate Takeaways:

- Stronger advisory presence
- Practical communication tools

### Course Materials:

- Advisory conversation frameworks
- Influence techniques guide

## ETHICS, CULTURE & CONDUCT RISK

Programme Focus: Oversight of ethics, culture and conduct risk.

### Key Topics:

- Ethical leadership and tone at the top
- Culture measurement tools
- Conduct risk management
- Board oversight responsibilities

### Delegates will learn to:

- Assess organisational culture
- Support boards on ethical and conduct matters

### Delegate Takeaways:

- Practical ethics oversight tools

### Course Materials:

- Culture dashboards
- Ethics assessment tools

## CRISIS & RESILIENCE GOVERNANCE

Programme Focus: Governance in crisis and high-pressure environments.

### Key Topics:

- Governance roles during crises
- Business continuity oversight
- Decision-making under pressure
- Post-crisis accountability

### Delegates will learn to:

- Support boards during crises
- Strengthen governance resilience

### Delegate Takeaways:

- Crisis governance confidence

### Course Materials:

- Crisis governance playbook

## AI GOVERNANCE FOR DIRECTORS – FLAGSHIP

Programme Focus: Responsible AI oversight at board level.

### Key Topics:

- AI fundamentals for directors
- Ethical and regulatory considerations
- AI risk governance
- Board-level AI questions

### Delegates will learn to:

- Govern AI responsibly
- Challenge management effectively

### Course Materials:

- AI governance framework
- AI policy templates

## DIRECTORS' DUTIES, LIABILITY & PROTECTION

Programme Focus: Protecting directors through informed governance.

### Key Topics:

- Fiduciary duties
- Personal vs collective liability
- Recent case law developments
- Director protection mechanisms

### Delegates will learn to:

- Make defensible board decisions
- Understand personal risk exposure

### Course Materials:

- Director's duties handbook
- Case law summaries

## ESG & SUSTAINABILITY GOVERNANCE

Programme Focus: Effective board oversight of ESG and sustainability.

### Key Topics:

- ESG governance structures
- Integrated reporting
- ESG risks and opportunities
- Board accountability

### Delegates will learn to:

- Oversee ESG effectively
- Integrate ESG into governance

### Course Materials:

- ESG governance checklist

## CYBER & DATA GOVERNANCE FOR BOARDS (1 DAY)

Programme Focus: Strengthening board oversight of cyber and data risk.

### Key Topics:

- Cyber risk landscape
- Data governance principles
- Board reporting on cyber risk
- Incident oversight

### Delegates will learn to:

- Strengthen cyber and data oversight
- Ask the right technology risk questions

### Course Materials:

- Cyber oversight checklist

## GOVERNANCE YEAR-IN-REVIEW & FORWARD-LOOKING BOARD BRIEFING

Programme Focus: Executive reflection and forward-looking governance insight.

### Key Topics:

- Governance lessons from the year
- Regulatory outlook
- Emerging governance risks
- Board priorities for the year ahead

### Delegates will learn to:

- Prepare boards for upcoming governance challenges

### Course Materials:

- Governance outlook briefing
- Board discussion pack





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**Arenkwe Governance & Ethics Advisory (Pty) Ltd**  
Ethical Leadership, Governance, and Growth Since 2010.

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