



Advanced Financial Policy Framework and Governance Training Course

2 – 6 November 2026
Tokyo

Advanced Financial Policy Framework and Governance Training Course

Ref: 1129_183350 **Date:** 2 – 6 November 2026 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Advanced Financial Policy Framework and Governance Training Course is a one-week course for finance directors, controllers, policy owners, accounting managers and governance professionals who leave with a governed financial policy manual, approval matrix and implementation roadmap. Participants structure policies for budgeting, revenue, expenditure, treasury, banking, working capital, fixed assets, accounting estimates, closing and reporting. They also define ownership, authority, segregation of duties, system access, exceptions, version control, implementation evidence, assurance and periodic review. Agile Leaders Training Center develops practical financial policy framework and governance capability.

Who Should Attend

- Finance directors responsible for policy sponsorship and approval
- Controllers and accounting managers responsible for finance rules and reporting integrity
- Financial policy owners responsible for drafting, implementation and review
- Governance and risk professionals responsible for authority and control alignment
- Internal audit and assurance teams that assess policy design and application

The course assumes participants understand core finance processes and organizational governance. It excludes introductory accounting, detailed transaction procedures and legal drafting.

Departments and Industries

The course supports organizations that need consistent finance decision rights and controlled policy lifecycles.



- Finance, accounting, treasury and controllership functions
- Governance, risk, compliance and internal audit
- Public-sector and regulated organizations
- Corporate groups and shared-service centers
- Manufacturing, services, healthcare, technology and infrastructure organizations

Learning Objectives

By the end of this course, participants will be able to:

- Design a coherent financial policy framework and document hierarchy
- Define policy ownership, authority, approval and accountability
- Write outcome-focused policy rules distinct from operating procedures
- Align financial policies with risk, control and reporting objectives
- Govern exceptions, versions, communication and implementation evidence
- Build a review, assurance and maintenance cycle for the policy manual



Course Agenda

Day 1: Financial Policy Architecture

- Financial Policy Framework and Design Principles
- Policy, Standard, Procedure and Guidance Hierarchy
- Policy Scope, Purpose and Applicability Statement
- Policy Ownership and Stakeholder Map
- Policy Inventory and Gap Assessment

Day 2: Authority, Risk and Control

- Finance Authority and Approval Matrix
- Segregation of Duties and Access Principles
- Risk-to-Policy Requirement Mapping
- Preventive and Detective Control Expectations
- Exception, Waiver and Escalation Rules

Day 3: Core Financial Policy Domains

- Budgeting, Revenue and Expenditure Policies
- Treasury, Banking and Working-Capital Policies
- Fixed Asset and Capital Expenditure Policies
- Accounting Estimate and Close Policies
- Financial Reporting and Records Policies

Day 4: Approval, Implementation and Assurance

- Policy Consultation and Challenge Process
- Approval Evidence and Effective-Date Control
- Communication, Training and Acknowledgment Plan
- Implementation Evidence and Compliance Monitoring
- Assurance, Breach and Remediation Register

Day 5: Financial Policy Governance Practice

- Exercise: Classify Policies, Standards and Procedures
- Exercise: Build an Approval and Authority Matrix
- Exercise: Draft a Finance Policy Requirement
- Exercise: Assess an Exception and Remediation Case
- Capstone Exercise: Governed Financial Policy Manual and Implementation Roadmap

Practical Exercises

The course uses suggested activities to turn governance requirements into usable finance policies.

- Suggested activity: identify gaps and overlaps in an existing finance policy inventory
- Suggested activity: map decision limits and segregation requirements into an approval matrix
- Suggested activity: separate a policy rule from its supporting procedure and system control
- Suggested activity: plan communication, evidence collection and periodic review for a revised policy

FAQs

Who suits financial policy framework and governance training?

Finance directors, controllers, accounting managers, policy owners, governance professionals and assurance teams suit the training. Participants should already understand core finance processes.

What is the difference between a financial policy and a procedure?

A financial policy states the governing principle, required outcome, decision rights and boundaries. A procedure describes the sequence, roles, systems and evidence used to perform a specific activity.

What should a finance authority matrix contain?

An authority matrix defines decisions, monetary or risk thresholds, initiating and reviewing roles, approval levels, prohibited combinations, escalation routes and the evidence retained.

How should financial policy exceptions be governed?

An exception process records the request, justification, risk assessment, compensating controls, approver, period, conditions, monitoring and closure or renewal decision.

What belongs in a financial policy implementation roadmap?

The roadmap contains policy priorities, owners, consultation, approvals, effective dates, procedure and system changes, communication, training, acknowledgments, implementation evidence, assurance reviews and maintenance dates.



Conclusion

Participants take back a governed financial policy manual, approval matrix and implementation roadmap containing policy architecture, decision rights, control expectations, exceptions, versions and review duties. The package converts fragmented finance rules into a controlled lifecycle with clear accountability. Teams can use it to approve, communicate, implement, monitor and maintain consistent financial policies.