

# EFFECTIVE BOARD MEMBER

## Participant Guide



## Contents

	<b>Page</b>
1 Introduction	2
2 About EBM	2
2.1 EBM History	3
2.2 Effective Board People	3
3 Being an Effective Board Member	6
3.1 Why Be an Effective Board Member?	7
3.2 Benefits of Being an Effective Board Member	8
4 EBM Programmes	9
4.1 Get On The Board	9
4.2 On The Board	10
4.3 Lead The Board	10
5 The Programme	11
5.1 Programme Overview	11
5.2 The Six Stages	12
6 The Syllabus	14
6.1 Key Objectives and Competences	14
6.2 Course Modules	15
7 Being a Participant of EBM	16
8 Becoming a Member of ACGP	16
8.1 ACGP Membership	17
8.2 Post-Graduation	18
9 Becoming an Effective Board Member	18
9.1 Checking Eligibility	19
9.2 Completing the Application Form	19
9.3 Awaiting Confirmation	27
10 Policy Statements	29
10.1 Data Protection	29
10.2 Equality and Diversity	29
11 Contact Details	30

## 1. Introduction

Good corporate governance is a pre-requisite for the successful operation of every organisation, whether in the private, public or third sector. It is the responsibility of all levels of the organisation to understand what good governance is. This responsibility falls to the Chair of the board, non-executive and executive directors, the support officers and managers.

The benefits of creating diverse boards are very clear; however there is work to do in all sectors in maximising this potential and addressing some of the gaps in age, gender and ethnicity. The Effective Board Member (EBM) Programme prepares individuals to take up board appointments over an intensive six month programme, complementing the core skills that the participants have with corporate governance experience. Whilst the course is being delivered participants will be paired with mentors who have extensive board experience and potential board appointments will be sourced.

The following guidance has been prepared to provide those interested in governance and making a strategic difference in their community with further information about the EBM Programme and how they can get involved.

[Top](#)

## 2. About EBM

Effective Board Member (EBM) is a series of programmes designed to equip those people, from young professionals and professional women to sports professionals, who want to contribute to the leadership of an organisation by becoming a board member. The aim of the Programme is to provide both a theoretical perspective to good governance and training in its practical application to enable graduates of the Programme to make valuable and strategic contributions to the organisations in the private, public and voluntary sector.

The Programme is delivered by The Governance Forum (TGF) and has been based on the Governance Certificate (GC) Course which has been accredited by the Association of Corporate Governance Practitioners (ACGP). The GC Course was designed to provide certification for those people working in or supporting the corporate governance function whether as a new board member, charity trustee or company secretary but who have no formal qualification in governance. The GC Course has also been equally useful for those with professional qualifications but little or no practical experience of corporate governance as well as those individuals who just want a refresher on the key principles and to be updated on the most recent guidelines and legislation. For further information on the course content, see [The Syllabus](#).

For further information on those behind the Programme, see [Effective Board People](#).

[Top](#)

## 2.1 EBM History

The concept of EBM, derives from the Get On The Board (GOTB) Programme, established in March 2011 in Birmingham and pioneered by Professor Karl George MBE. The development of the first EBM Programme was a result of research carried out by the “Proposal to Establish a Community Foundation” for the Birmingham Leadership Foundation (BLF) in 2009, which identified the need for tailored courses that deal with the specific needs of individuals working within the third sector. The subsequent Big Society manifesto in 2010 called for citizens to take control of their communities. We recognise that there are too few people from grass roots that have been exposed to the leadership and governance of the organisations that they serve. Furthermore, that they lack the required leadership capacity and skills to manage the delivery of services.

Previously known as the Young Governance Leadership Programme (YGLP), the GOB Programme was initiated to address this gap by finding young leaders that can broaden their experience by learning about governance. The intention was that those with little knowledge of governance will be complemented on the Programme by those who have no formal professional qualifications but a lot of practical experience in governance and leadership. Following the YGLP Pilot Programme, TGF partnered with BLF and the Equalities Department of Birmingham City Council to deliver the second and third Programme under ACGP with contributions from Birmingham Voluntary Services Council (BVSC).

After three successful cohorts, the GOTB Programme was expanded in September 2013 to include two further programmes for footballers and senior female executives and to have another GOTB in Edinburgh, all under the new banner of 'On-Board'. In September 2014 'On-Board' was further expanded to other areas of sport and the United Kingdom and to develop the effectiveness of other groups of individuals as Board Members. The overall Programme as a result was renamed to become EBM.

[Top](#)

## 2.2 Effective Board People

Since the commencement of the GOTB Programme, TGF has developed an effective working relationship with a number of organisations and individuals, who are strategic partners of the EBM Programme and who offer a range of support, such as:

- Sponsorship;
- Mentorship;
- Facilitation; and
- Board Opportunities.

Providers of the EBM Programme are:

**The Governance Forum (TGF)** – TGF is a group of specialist organisations working together to deliver exceptional standards in the whole area of governance and delivers the EBM Programmes. The main aim of the Forum is to get voluntary and community organisations thinking strategically about the benefits and importance of effective governance, providing a practical approach to building a firm governance structure and helping them to operate to the best of their ability. For further information, visit [www.thegovernanceforum.com](http://www.thegovernanceforum.com).

**Association of Corporate Governance Practitioners (ACGP)** – ACGP is the professional body focused on supporting governance practitioners and board members who have a responsibility for corporate governance. The association provides professional qualifications, short courses and events at a range of levels from introductory to expert and has a keep objective to expand the range of interest in the governance practice. ACGP are the accreditors of the EBM Programme and sponsors of the GOTB Programme. For further information, visit [www.acgpglobal.org](http://www.acgpglobal.org).

Facilitators of the EBM Programme include:

**Andy Ballard** – Andy is the legal specialist on the EBM team. He was previously a partner at Cobbetts and until recently he was the Head of Housing Practice at Birmingham based solicitors Shoosmiths and brings that experience to his governance assignments. Over the past 25 years, he has advised numerous housing providers on areas as diverse as governance and constitutional matters, strategy, mergers and acquisitions, stock transfer, employment, housing and asset management. He is the chair of Herefordshire Housing and in 2012 was shortlisted for non-Executive Director of the year in the not-for-profit sector in The Sunday Times. Andy is currently providing mentoring services for other Chairs, and helps RSLs review their approach to value for money.

**Chris Cain** – Chris is a specialist in Neuro-Linguistic Programming (NLP) and the Director of Impactability Ltd, which provides lecturing and professional services to the professional bodies and private sector training providers. He is the inventor of the MindPlanning® process, re-enforcement software used by professional participants to assist them in passing their examinations which has been endorsed by CIMA. Chris also designs and delivers for CIMA a range of revision courses in Ireland and CPD courses in London on Applied Examination Techniques. Since May 2008, he has been involved in establishing a new Private Sector Business School called The Finance and Management Business School and is currently lead lecturer. He is also a member of the Board for ACGP.

**David Oxtoby** – David has expertise in the private sector having worked for over 20 years at director level and various positions on different board including those of a family business, several plc subsidiary companies and the European management group of a multi-national. He has built a career teaching Corporate Governance and Strategic Management at post graduate and professional level and Delivers director and board workshops on for a wide portfolio of external clients in the UK and abroad. David founded his own board development consultancy which develops licences and delivers programmes throughout Europe, Africa, the Middle East and South East Asia and currently he serves as a non-executive director of a specialist insurance company where he chairs the risk committee and is the chair of ACGP Board and Education Committee.

**Karl George MBE** – Karl is a high profile, multi-award winning business man, accomplished professional speaker, author and leading governance consultant. He is one of the leading consultants in governance in the UK and the first to highlight the need for a cross sector body for governance professionals. As such, he is the founder of ACGP and TGF. Karl has challenged and inspired hundreds of current and potential business leaders through his presentations, lectures and one to one coaching. Among his many achievements, Karl was the founding President of the first International Chapter of 100 Black Men of America, and was chosen as one of the 20 national role models by the Department for Communities and Local Government as part of the REACH campaign. For his outstanding service to the social and business communities he was awarded an MBE in 2004.

**Patricia McCabe** – Patricia is the Managing Director of Central Consultancy & Training and is an experienced management and organisational development consultant specialising in strategy. With over ten years' experience as a senior manager in Social Services and the NHS prior to joining Central, Patricia has a track record of leading large scale organisational change in a variety of organisations operating in complex environments. She has also designed and managed a career management programme for Trust staff affected by NHS re-organisation and Trust mergers. Professionally qualified in general management and in Human Resource development she has managed HR functions in health, social care and the voluntary sector. Patricia is a Non-Executive Director of a Midlands Housing Association where she chairs the Governance Committee and is the chair of the Membership Committee of ACGP.

**Robin Pritchard** – Robin is Professor of Internal Audit, Governance and Risk Management at Birmingham City Business School and manages his own consultancy business offering facilitation, training and assessment of internal audit, risk management and governance arrangements. He is a regular conference speaker in relation to the above areas at professional, housing and government conferences in the UK and Internationally. Robin has over 30 years' experience at both Executive and Non-Executive level and currently holds a number of board level positions with Severnside Housing, where he is Chair, Animal Health and Veterinary Laboratories Agency, Accord Housing Group and ACGP.

**Suzie Brain-England OBE** - Suzie is a highly experienced Board Chair, non-executive director, consultant and mentor. Her key skills are leadership, mentoring, public speaking, change management, strategic and partnership development. In October 2013, Suzie was given the inaugural Dr Neville Bain Memorial Award for her work as Chair of Derwent Living a 'profit for social purpose' organisation providing affordable housing to people from diverse backgrounds. Suzie has an outstanding record of achievement in the private, public and voluntary sectors. As a mentor, she is a role model, counsellor, advisor, teacher, confidant, challenger, motivator and supporter.

For more information on the delivery team for the various EBM Programmes, please visit [www.effectiveboardmember.co.uk/the-team](http://www.effectiveboardmember.co.uk/the-team).

Sponsors of the EBM Programme include:

**Birmingham Leadership Foundation (BLF)** – BLF is a charity created by a dynamic team of local residents that helps Birmingham's young talent succeed with the right connections and

opportunities. They targets anyone aged 18 – 35 that has the ability and drive to inspire, empower and organise others. They are passionate about making a positive change for Birmingham but do not necessarily have the connections, skill set or development opportunities to make their ambitions a reality. Until July 2014 when the charity took a pause with all activities, BLF were sponsors and the primary partners of the GOTB Programme for young leaders in Birmingham. For further information, visit [www.bleaf.co.uk](http://www.bleaf.co.uk).

**Edinburgh Napier University** – Napier University is a nationally recognised research and knowledge transfer facility that accelerates the creation and use of new technologies and processes for commercial applications. The university offers industry informed courses which combine the optimum balance of theory and practice to equip graduates for success in today’s competitive global job market. 92.3% of our graduates are in work or further study within six months of leaving. With over 17,000 students from over 110 countries, it is not only an international university but the largest UK provider of higher education in Hong Kong and is committed to developing confident, employable graduates with effective attitudes to knowledge, learning, citizenship and the world of work. Napier University is the sole sponsors of GOTB Edinburgh. For further information, visit [www.napier.ac.uk](http://www.napier.ac.uk).

**Professional Cricketers’ Association (PCA)** – The PCA is the representative body acting to safeguard the rights of present, past and future cricketers in England and Wales. As the guardians of the commercial rights of its members, the PCA aims to promote and protect the interests of the members by endeavouring negotiating agreements with cricket authorities with a view to the abolition of all restrictions which affect the social and financial position of members. In the last three decades, the PCA has continued to develop at a rapid pace which reflects in the further improvements made to player services. It is one of the sponsors of the On The Board (OTB) Programme for sports. For further information, please visit [www.thepca.co.uk](http://www.thepca.co.uk).

**Professional Footballers’ Association (PFA)** – The PFA is the professional footballer’s union and one of the sponsors of the OTB Programme. The aims of the PFA are to protect, improve and negotiate the conditions, rights and status of all professional players by collective bargaining agreements. The PFA is a key figure in all aspects of the professional game which affects its members and has added to its reputation on the principle of caring for the interests of the game as a whole, in addition to the interests of its members. For further information, please visit [www.thepfa.com](http://www.thepfa.com).

For further information on sponsorship and support, visit [www.effectiveboardmember.co.uk/sponsors](http://www.effectiveboardmember.co.uk/sponsors).

[Top](#)

### 3. Being an Effective Board Member

The aim of EBM is to provide a foundation of core governance concepts and best practices, which are then built on and practically applied. Participants will learn how good governance influences the successful running of any organisation and gain an insight into the principles and theories of corporate governance and how they have influenced the successes and failings of organisations

across the private, public and third sector. Participants will also gain an understanding of the legal frameworks, governance codes and risk frameworks and how they relate to the governance framework.

[Top](#)

### 3.1 Why Be an Effective Board Member?

By the end of the Programme participants will have enhanced their experience and have completed the Certificate Course in Corporate Governance. Successful completion will mean there are leaders with the training to operate at a strategic level in organisations to impact their delivery of services and the way that they operate. The Programme components ensure the 4Cs of Leadership, as listed below:

- **Competence** – The required specialist and regulatory knowledge to carry out their role as a governance practitioner and leader.
- **Control** – The resources and environment to ensure a life-long journey of learning and self-development incorporating self- discipline, professional conduct and integrity.
- **Command** – The required leadership skills including directing and selling the vision, persuading and influencing an audience.
- **Communication** – The confidence and ability to act as ambassadors, representing their views at senior levels of society in formal and informal networks.

**“I have the required knowledge to debate, decide and act”**

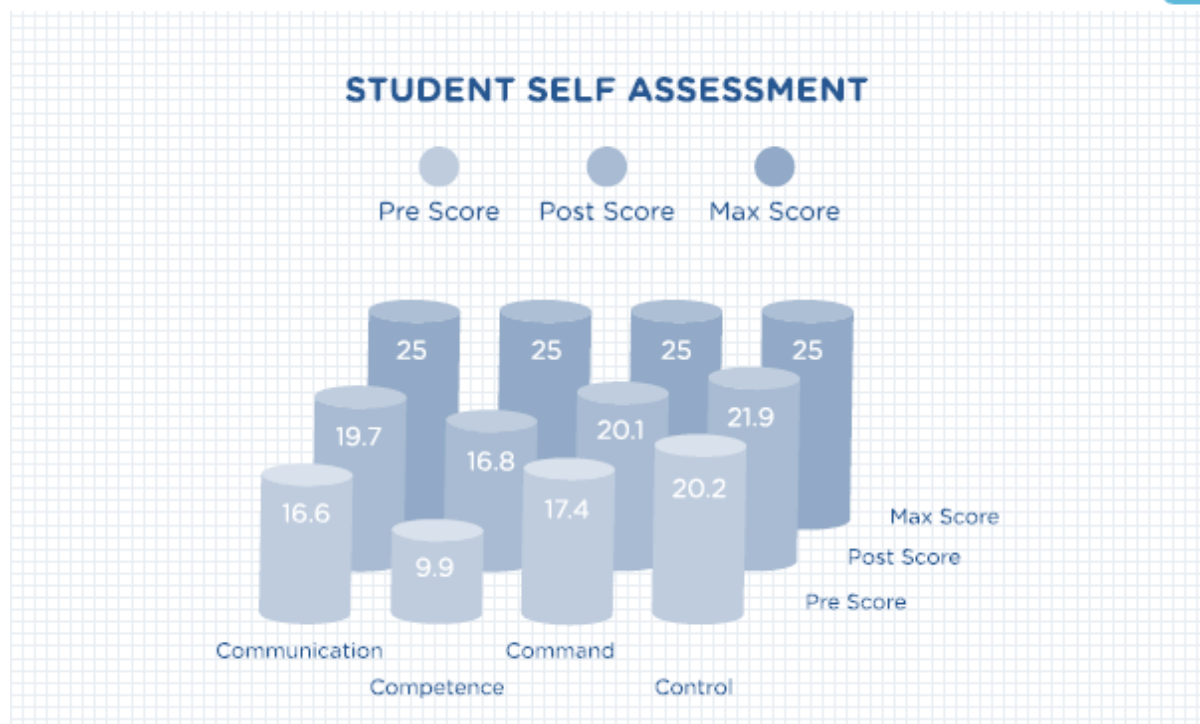
**“I am continually learning and developing”**

**“I am able to lead by analysing and scrutinising but with a vision that I can motivate people towards”**

**“I can articulate effectively what needs to be communicated”**

The Programme which at the time of updating has been delivered to more than three cohorts in the first two years has so far provided training to 129 young leaders, 15 footballers, 16 senior female executives and has seen the graduation of 77 of the participants. Those on previous Programmes saw a marked improvement in the core competences outlined above, in particular their ability to communicate effectively at a board meeting or other strategic level meetings. The majority were more confident in the understanding and application of governance principles.





Since the commencement of the pilot Programme, we have now seen:

- Several graduates become school governors with one person taking on a chair's position;
- A number of graduates find paid non-executive positions on housing association boards;
- Graduates secure trustee roles on boards of local and national charities;
- Graduates secure employment as a direct result of activities and networks developed on the Programme;
- Participants be invited to host and present at high profile dinners and events, including the hosting of the full Jamaican Track and Field Team in Birmingham.

[Top](#)

### 3.2 Benefits of Being an Effective Board Member

EBM seeks to support the needs of individuals involved in the Programme by providing the tools and resources required so participants can learn and are equipped with the necessary knowledge and skills. Throughout the Programme each participant will receive:

- Teaching and support from experienced facilitators;
- Small groups for sessions;
- Comprehensive course resources which includes course workbook, the latest governance codes, current articles, etc;
- Access to an on-line portal with governance and leadership tools for personal development and much more;

- A mentor who will volunteer to work with their mentee for three sessions to deal with the effective board behaviour;
- The opportunity to observe and be considered for board membership of medium-sized and large third sector organisations;
- Membership of ACGP;
- Opportunity to develop networking, debating and research skills;
- A professionally written biography and pen portrait;
- Visits and experiences with high profile speakers and practitioners;
- A certificate of achievement and graduation ceremony.

[Top](#)

## 4. EBM Programmes

Programmes currently offered by EBM are as follows:



[Top](#)

### 4.1 Get On The Board

The GOTB Programme is an innovative leadership course, which is focused on developing and nurturing the next generation of leaders by increasing young people's understanding of Corporate Governance concepts but also the skills, competency and experiences required to be effective Corporate Governance Practitioners. It is aimed at young leaders between the ages of 21 and 35 who wish to use their skills to benefit some of Birmingham's priority neighbourhoods and the wider community of Birmingham.

Many of the participants of this programme will have already established themselves in their careers or civic life. As the expectation for boards to perform increases and with recent economic and political challenges caused by governance failures; young leaders are in great demand among the private, voluntary and community sectors. There is a clear awareness of the importance of developing the younger generation, but it is just as important to learn from and get a fresh perspective by listening to them - after all, the decisions that our leaders take will impact them and their children in years to come. It is therefore especially important to seek views from this normally underrepresented group to encourage and prepare them to take up the responsibilities of sitting at the strategic table, whether as a board member, on a scrutiny panel or focus group.

GOTB Birmingham is sponsored by ACGP and previously BLF. The pilot programme of GOTB Edinburgh launched in November 2013 with the support and funding of Edinburgh Napier University. Currently there is no cost to young leaders who join the Programme and those who successfully complete the Programme and become members of ACGP will have their first year's subscription subsidised by the Programme.

[Top](#)

## **4.2 On The Board**

On The Board (OTB) started off as an opportunity for football (current players and ex-players), primarily those from an ethnic-minority background to gain governance knowledge and experience in order to change the philosophy of football management for the better. The Steering Group for OTB (originally I Am On-Board (IAOB)) consisting of Jason Roberts (player and committee member for the PFA), Dave Barnet (ex-player and coach), Michael Johnson (ex player and coach) and Leon Mann (football commentator) commissioned TGF to investigate the possibility of delivering a solution which would give players career development and also help to tackle the lack of diversity at the board level of football governing bodies and other similar bodies. With the approval and support of the PFA, TGF successfully completed the pilot programme of the GOTB Programme for footballers which commenced in September 2013. Since September 2014, following the success of IAOB, the Programme is being offered to all individuals in the sports world. The pilot programme of 15 participants was sponsored by the PFA who are primary sponsors of the OTB Programme along with the PCA.

The programme provides broader experiences to players, helping with their careers after playing sports but equally helps sports organisations to benefit from the ambassadorial experience that players have that is lacking somewhat in boards of all persuasions. It is envisaged that the cohort of players will help to redress the statistics which show that in sports, generally and in football in particular, less than 2% of the board come from ethnic minorities. In many cases the percentage is zero. Graduates of the Programme will make themselves available to sit on the boards of the sports associations such as the Premier League, Football League and the various Clubs but will also be valuable for school governors, magistrates, housing associations, NHS trusts and other private sector boards.

[Top](#)

## **4.3 Lead The Board**

The Lead The Board Programme (LTB) targets professional women at work with a vision to be a major contributor to a more balanced demographic of Board composition across the private, public and voluntary sector. The public and voluntary sector do much better on diversity than the private sector in a number of areas but although they have some way to go Board appointments in this sector can be the stepping stone for entry to the FTSE Boards.

The concept of women working at executive levels, particularly those on Boards has been highlighted as an area to be addressed by academics, the media and regulators alike in order to enhance the performance of “UK PLC”. The widely quoted Lord Davies review set targets for women on the Boards of FTSE companies and whether quotas are agreed with or not, the composition of Boards needs to change. The business case for diversity is well reasoned and women on Boards is not a nice thing to do but a smart thing to do. Diverse boards are better overseers of corporate activities and are less likely to share common assumptions.

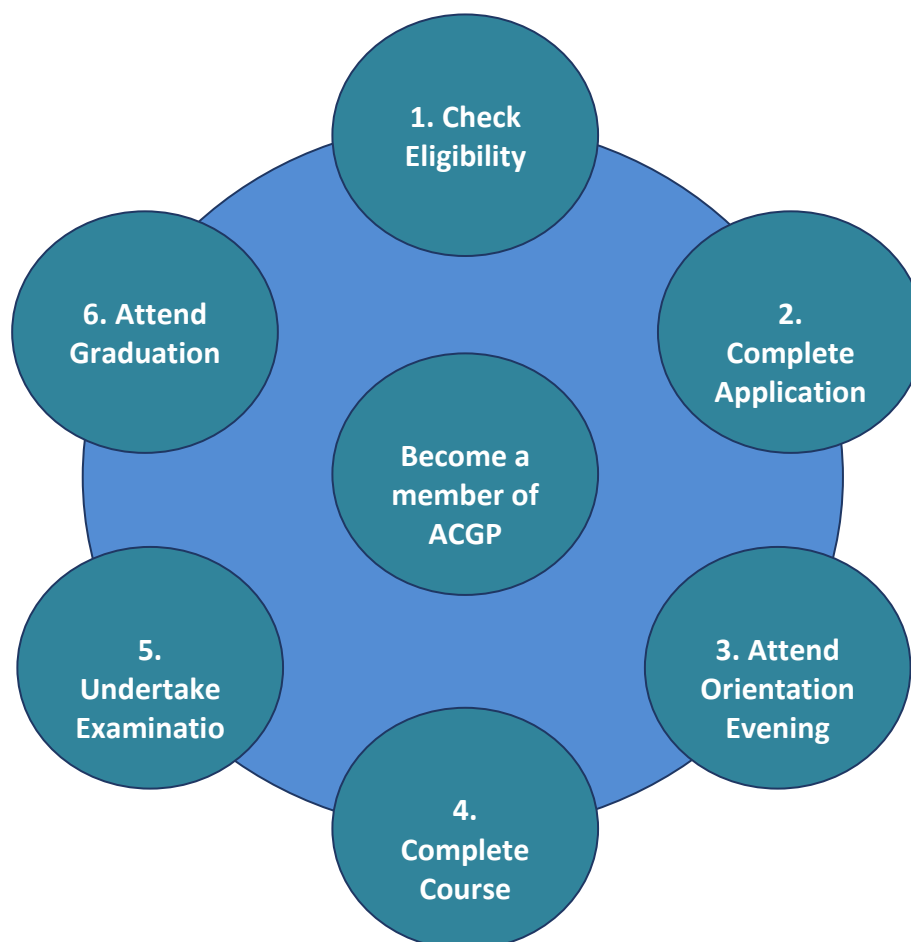
LTB launched in April 2014 and will be extended to other senior executives from 2015. Participants of this Programme will be supported by experienced mentors who have served on Boards of all sizes, complexities and across all three sectors. It is expected that individuals will primarily pay their own fees for the programme however sponsorship may be provided by employers of those seeking to undertake the Programme.

[Top](#)

## 5. The Programme

### 5.1 Programme Overview

All EBM Programmes cover a six month period from orientation to graduation. The stages of the Programme and to become a Certified Governance Practitioner with ACGP have been outlined below:



[Top](#)

## 5.2 The Six Stages

### Stage One: Check Eligibility

A typical candidate for any of our EBM Programmes will have the following:

- An active engagement or interest in governance
- An ability to attend compulsory sessions and manage workload
- A desire to make a strategic contribution to an organisation in the local and wider community

For specific requirements of each Programme, see [‘Checking Eligibility’](#).

### Stage Two: Complete Application Form

A key step to getting on board with one of our Programmes is completing the application process, which is in two parts. The first stage of the process requires an application and a declaration form which outlines a number of declarations and also requests a commitment to the ACGP Member’s Code of Conduct to be completed. It should be noted that both forms should be done online, although a word version may be requested if necessary. The application form captures the following information which is used for shortlisting against the selection criteria outlined above and on page 19:

- Personal Details e.g. name, address and contact information
- Relevant academic and employment history
- Governance and voluntary experience or board skills for LTB
- Reason for application

Following receipt of the application, the eligibility of the applicant will be checked and applications shortlisted. An invitation to the next stage of the selection process will be sent to successful applicants.

To access the online application, visit the relevant Programme page on the website and click on ‘Apply’. It is important to note that applications must be completed by the deadline outlined on the website or by the Programme Coordinator on issuing of the word version of the application. It is also important to emphasise that applications should be completed in full and with as much detail as possible to help with shortlisting. Guidance on [‘Completing the Application Form’](#) has been provided on page 19.

### **Stage Three: Attend Orientation Evening**

Orientation is the second stage of the application process and a compulsory part of the Programme as it assists with the shortlisting and selection of participants for the cohort. At the orientation evening applicants will have the opportunity to learn more about the Programme, what will be expected from participants and what participants can expect from the course. Applicants will also be able to meet the team and facilitators of the EBM Programme, as well as network with graduates and other applicants. Further information will be provided on invitation.

### **Stage Four: Complete Course Sessions:**

The EBM Programmes are delivered over four or five sessions which will be held on one day per month. Each session is expected to last approximately half a day either from 9am to 1pm or 4pm to 7.30pm (depending on the Programme) and will cover the core concepts and best practices around corporate governance. Dates and times of sessions will be confirmed in advance of the Programme starting on the website, however are subject to change. Although we do not expect to amend session dates, where this is necessary, participants will be given notice by the Programme Coordinator.

It should be noted that there will be a number of optional sessions and events offered to participants. Further information on [the syllabus](#), has been provided below.

### **Stage Five: Undertake Examination**

Participants will be tested with a multiple choice exam paper and case study style essay question. The exam is a closed booked examination for a duration of two hours, the content of which will only be to the extent of the GC Course.

A pass mark of 60% is expected for those wishing to achieve the certificate. Not all participants will want to be tested, however to obtain the governance qualification and become a member with ACGP, undertaking the examination is compulsory unless you already have an equivalent governance related qualification and/or more than 5 years in a governance role. Those participants that do not want to be tested or unsuccessful in the exam will be awarded a certificate of attendance identifying the areas that they have covered on the course.

### **Stage Six: Attend Graduation**

Following successful completion of the Programme, participants will be invited to attend a graduation ceremony during which graduating participants will receive their pass certificate. Those who are eligible for Associate membership with ACGP will also receive their certificate of membership. It should be noted that all participants who complete the Programme but do not pass the examination will be given an attendance certificate recognising their participation. For further information on membership with ACGP, see [Becoming a Member of ACGP](#) on page 16.

NOTE: For info on dates and venues, visit the EBM website or contact the Programme Coordinator on the details provided on page 29.

[Top](#)

## 6. The Syllabus

Our EBM Programmes provide participants with a tailor made introduction to governance with teachings on the principles of good governance for the benefit and application of participating organisations. They also provide a validation of governance competence enabling participants to gain qualifications and complete the process to becoming a Certified Governance Practitioner with ACGP.

[Top](#)

### 6.1 Key Objectives and Competences

The key objectives of our EBM Programmes are to:

- Develop the understanding of Corporate Governance concepts and practice.
- Explore examples of effective Corporate Governance frameworks.
- Prepare participants to undertake the role of a Corporate Governance Practitioners.

Our Programmes will provide participants with an understanding of:

- The general principles of corporate governance
- What makes an effective governance framework
- The principles behind strategy, internal control and risk management
- The role of the directors, secretaries, the chair and governance practitioners
- Basic governance administrative requirements
- Corporate Social Responsibility (CSR) and ethical issues

Additional competencies provided by the Programmes include a development in:

- Communication, presentation and networking skills
- Leadership and strategic management theories and tools
- Board behaviour and self-assessment

[Top](#)

## 6.2 Course Modules

Our courses are divided into modules comprising of academic and practical exercises delivered face-to-face in sessions. Modules are interactive, lasting approximately 90 minutes and include time for questions and answers. Modules have been outlined below:

### **Module One:** Understanding Corporate Governance Principles

- The historical development of corporate governance and governance codes and regulation;
- Fundamental concepts of corporate governance
- The meaning of corporate governance
  - The difference between governance and management
  - The Governance Forum definition of governance
- The importance of governance - why governance is more than compliance
- Legal Structures (i.e. Ltd, CICs, CIO, IPA, etc)

### **Module Two:** UK Corporate Code of Governance 2010 and 2012

- Introduction to corporate governance codes and regulation
  - NHF Excellence in Governance: A Code for Members
  - The Governance Standard for Public Services
  - Good Governance: A Code for the Voluntary and Community Sector
- The concept of comply or explain
  - Voluntary and regulatory
  - Rules or principles
- Sarbanes Oxley Act 2002

### **Module Three:** Guidance on Board Effectiveness

- The role of the Chair
- The role of the Company Secretary
- The role of the Chief Executive
- The role of Governance Practitioners
- The role of Board Committees

### **Module Four:** Practical aspects of corporate governance

- A model governance framework
- Board Appraisal Systems
- Board Information Packs and what to look for
- Governance Handbook – the key elements and a model governance resource
- Board Administration - serving the board, statutory and other forms



[Top](#)

## 7. Being a Participant of EBM

Participants of EBM are required to commit to the Programme as well as the values of ACGP and in doing so agree to the terms of the Programme. The terms of engagement require participants to:

- Attend all core and optional sessions where possible;
- Be on time to all sessions and associated learning events;
- Complete all assignments and homework on time;
- Ask for help or assignments missed when needed;
- Come to sessions prepared;
- Respond to the Programme Coordinators requests in a timely manner;
- Respect fellow participants and all tutors;
- Deal with all mentors or third party referrals in a professional manner;
- Treat all EBM property and equipment with respect;
- Be part of marketing, case studies and promoting the EBM Programme where required.

In turn the providers and facilitators of EBM will:

- Provide tuition for the certificate in governance course;
- Provide an environment conducive to learning for all participants;
- Provide clear and accurate information relating to learning modules;
- Communicate our expectations to all participants clearly and concisely;
- Provide participants who have been absent with missed assignments and/or lecture notes via the online learning portal;
- Treat all participants fairly and with respect;
- Provide participants who successfully pass the Programme with membership to ACGP

It should be noted that the successful graduates of the Programme are those that have been able to attend all the compulsory sessions and abide by the conditions in the terms as well as meet the required pass mark in the examination.

[Top](#)

## 8. Becoming a Member of ACGP

Once participants have successfully completed the EBM Programme and passed the course examination, they will gain automatic membership to ACGP. Being a member of ACGP identifies individuals as dedicated Governance Practitioners and enables members to take advantage of a host of benefits which will assist with both personal and professional development.

[Top](#)

## 8.1 ACGP Membership

Whether an individual is new to governance, already in a senior role or sit on a Board of directors, ACGP's various levels of membership ensures that there is a grade that suits all. Membership at all levels is for an initial period of 12 months and in usual circumstances requires an application form to be submitted along with the appropriate annual subscription and administration fee for the relevant membership level.

All applications are considered by the Membership Committee and are based on the governance-related qualifications and experience of an applicant. Provided an applicant has the relevant qualifications and/or experience and they have undertaken the applicable governance course they will be eligible to become a certified Governance Practitioner and to obtain post nominal letters. The various levels of membership have been outlined below:

	Associate (AGP)	Full Member (MGP)	Fellow (MGP)
Suitability	No previous qualifications or relevant qualifications <b>and</b> active engagement or interest in governance.	Main role in governance or professional qualification <b>and</b> seeking to further career in governance.	Substantial achievement in governance <b>or</b> significant contribution to furthering governance.
Route 1: Qualifications	Governance-related qualification at degree level <b>and</b> Governance Certificate Course (or equivalent).	Governance-related qualification at post-graduate or professional level <b>and</b> Governance Practitioner Course (or equivalent).	-
Route 2: Experience	Minimum of 3 years in a governance role <b>and</b> Governance Certificate Course (or equivalent).	Minimum of 5 years in a governance role <b>and</b> Governance Practitioner Course (or equivalent).	Minimum of 7 years in a governance role <b>and</b> high level of governance knowledge <i>or</i> MGP for a minimum of 2 years <b>and</b> a significant contribution.

As shown above, the first level of membership and step to becoming a certified Governance Practitioner is Associate Membership (AGP). The Governance Certificate Course is only one element of the eligibility criteria for Associate Membership, as individuals are also required to have a governance-related qualification and/or experience. Therefore, participants who do not meet the eligibility criteria for AGP at this time gain Student Membership or become an Affiliate until they are able to gain the relevant governance experience or qualifications. It should be noted that there will be opportunities to apply for AGP at a later date once participants' progress in their journey of governance. As a Student Member, individuals will afford the same benefits as other membership levels with the exception of the post nominal letters, however Affiliates will only receive the ACGP newsletter and updates due to no fees being payable for affiliation. For the various levels of Membership and information on relevant qualifications and/or experience, please visit [www.acgpglobal.org/types-of-membership](http://www.acgpglobal.org/types-of-membership).

[Top](#)

## 8.2 Post-Graduation

As mentioned above, successful participants will receive their pass certificate for the Programme and their certificate for ACGP membership, if applicable, at graduation. Further to graduation, the Membership Liaison Officer for ACGP, who will become the main point of contact for ACGP queries, will send out a letter to each of graduate individually confirming their membership status and advising them of the benefits of membership. Graduates will also be invited to the ACGP Portal, which acts as a membership directory and to the members LinkedIn group.

The conditions of membership are that graduates abide by the members code of conduct agreement that is signed on application. This is available at [www.acgpglobal.org/members-code-of-conduct](http://www.acgpglobal.org/members-code-of-conduct). As a professional body ACGP are required to maintain a high standard of ethics and probity, therefore it is important that members adhere to the same principles during their time of membership should they wish to receive the benefits the association affords. It has been requested that any relevant declarations not made on application which conflict with the principles of ACGP will need to be disclosed to the Membership Committee. Please note that this will not automatically exempt graduates from membership but will need to be considered on an individual basis and a decision made by the Committee.

It is worth noting that graduates of the Programme will not be required to submit any further applications as the information provided on the EBM application form will be used to consider a graduate's membership. Furthermore, the first year's membership will be subsidised by the funding of the EBM Programme, however should graduates wish to continue membership they will be required to pay the annual subscription.

[Top](#)

## 9. Becoming an Effective Board Member

The EBM Programmes have so far attracted a diverse range of participants and is therefore ideal for individuals such as the following:

- Young professionals that can broaden their experience and learning about governance;
- Individuals who have no formal professional qualifications but a lot of practical experience;
- Individuals with professional qualifications in related areas e.g. accountants, lawyers;
- Participants and graduates in business related courses;
- Individuals with experience in governance but no professional qualifications;
- Community leaders working at a strategic level who want to expand their knowledge;
- Young leaders looking to contribute at Board level to an organisation;
- Professionals who want to give back to the community.

[Top](#)

## 9.1 Check Eligibility

It is expected that potential participants demonstrate the following in order to be shortlisted to the various Programmes:

Get On The Board	On Board	Lead The Board
<ul style="list-style-type: none"> <li>• Aged 21 to 35</li> <li>• Live in respective city (preferred but not compulsory)</li> </ul>	<ul style="list-style-type: none"> <li>• A member of applicable sports association</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Executive</li> <li>• Experience in core functional areas e.g. finance, legal or HR</li> </ul>
<ul style="list-style-type: none"> <li>• An active engagement or interest in governance</li> <li>• An ability to attend compulsory sessions and manage workload</li> <li>• A desire to make a strategic contribution to an organisation in the local and wider community</li> </ul>		

[Top](#)

## 9.2 Completing Application Form

As mentioned above the application form is to be completed online via the website along with the submission of the declaration form.

NOTE: It is the responsibility of applicants to ensure they meet the eligibility criteria outlined above **before** completing an application and submitting it online.

### Personal Details:

Applicants should provide full background information in order for accurate records to be maintained and to be used for verification where necessary. It is important that those applying for OTB specify whether they have membership with the relevant association where required (e.g. PFA, PCA, etc) and the number of years this has been held in order to meet the eligibility criteria.

NOTE: EBM and subsequently ACGP should be notified of any changes to personal details during a Programme and later a member's period of membership. This information will be requested again on renewal of ACGP membership.

### Employment Status:

Applicants are required to indicate their current employment status and may tick more than one option, if applicable. Where an applicant is currently employed or studying, the current education and/or employment details should be provided before proceeding with the history.

Applicants are then required to provide an accurate record of their academic history starting with the most recent. This is particularly important for LTB applicants. Although all qualifications should be provided, a particular emphasis should be made on [governance-related qualifications](#), if

applicable. Applicants should take the opportunity to detail any particular topics of relevance that may have been covered within the various courses and may continue on a separate sheet if necessary.

Full employment history up to the last 20 years, should be provided by the applicant, starting with the most recent role. Again this is of significant importance for those applying to LTB. Applicants should take the opportunity to highlight any [governance roles](#) held during this period. Brief details of employers and key duties should be noted along with dates. Applicants may continue on a separate sheet or email if necessary.

NOTE: When considering a graduate's eligibility for Associate membership with ACGP, the association will consider in detail an individual's academic and employment history. Copies of governance-related qualifications certificates or an employment reference for a governance role may be requested by ACGP to verify an applicant's knowledge or experience of governance, if applicable.

### ***Governance-Related Qualification***

One of the following qualifications at either of the levels outlined below should have been studied as a main discipline to qualify:

- **Degree** – Governance, Law, Accountancy, Business, etc
- **Professional or Post Graduate** – LPC, BVC, ILEX, ACCA, ICSA, CIPD, IoD, a Masters in any of the above, etc

NOTE: It is required that at a minimum, qualifications have covered the basic theoretical areas of governance which include: legal structures and regulation, company and/or charity law, legal responsibilities of a director/trustee, board behaviours and effectiveness, management theories, strategic planning, financial management, risk management, internal control and audit.

### ***Governance Role***

One of the following governance capacities as outlined below should have been worked in within the last 3 years to qualify:

- **Governance Consultant** – providing consultancy, advice and support in governance and governance related areas as stated above.
- **Speaker/Trainer** – facilitating conferences, carrying out workshops, talks or training in governance or governance related areas as stated above.
- **Non-Executive** – working in a non-executive capacity on a board or sub-committee.
- **Employee** – employed in a governance-related area e.g. executive director, company secretary, governance officer, etc.

NOTE: It is required that Non-Executives and Employees have covered the basic practical areas of governance which include: board and meeting processes, board administration, board development

and training, supporting board members and executives, strategic planning and implementation, performance management, financial management, risk management, internal control and audit.

### **Governance Experience:**

It should be noted that the information provided in this section will be used to support the information provided in section 2 with respect to any governance role. It is therefore advised that applicants provide comprehensive answers within the word limit and that the responses correspond with the information provided in the above section.

### ***Current and Desired Governance Role***

It is useful for both EBM and ACGP to know in what role, an applicant's governance experience has been obtained in order to tailor learning where possible. This may be a current or most recent role. We recommend that applicants also indicate their desired governance role in order for us to consider them for any opportunities that may arise, should an individual be interested. The minimum undertaking for each role are as follows:

- **Governance Consultant** – willing to take on assignments and able to offer consultancy, advice and support in governance and governance related areas as stated above.
- **Speaker/Trainer** – willing to respond to speaking requests that we may receive from time to time and able to contribute to conferences, workshops, talks or training in governance or governance related areas as stated above.
- **Non-Executive** – willing or available to be considered for posts working in a non-executive capacity on a board or sub-committee. Must also be capable of taking on the related responsibilities.
- **Employee** – willing and available to be notified of jobs across sectors in a governance-related area e.g. executive director, company secretary, governance officer, etc. Must also be capable of taking on the related responsibilities.

### ***Board Appointments***

Applicants are required to provide an accurate record of their board appointment history starting with the most recent to the last 10 years, if applicable. Applicants should highlight the position held on the board e.g. board member, committee member, chair, etc.

NOTE: Applicants who sit on a board or a committee as an executive (e.g. senior employee) may complete this section also.

### ***Governance Profile***

Applicants are required to provide a brief governance profile summarising their current or most recent (i.e. within the last 3 years) governance role. Where an applicant has not worked in a governance role for more than 3 years they may refer to their last governance role and indicate when this was last undertaken. In the case where an applicant has no previous governance

experience it is recommended that they draw on their governance knowledge and describe their desired governance role, including efforts being undertaken to obtain this. The profile should also include areas of governance work, position, sector, number of years, etc. Examples have been provided below:

*“I have worked as a governance officer for the last five years which means that I carry out all the company secretarial roles for a large Housing Association. I also ensure that the board members appraisal and training programme is implemented. I have a degree in human resources management and a Diploma in management studies and before my current role I worked as a HR manager.”*

*“I sit on the board of a large national charity and chair the audit and finance committee. I have served my second three year term and am into my last and final term. I am also a governor at a local primary school. I am a qualified accountant and have worked in industry for the last twenty years and my current role is as a finance director.”*

*“I left full –time employment 5 years ago having worked as HR director in the local authority. I have worked for the last five years as a consultant to boards of medium sized companies in the private and third sector helping them to get their strategy, governance and leadership as effective as possible. I am also a non-executive director of a family owned manufacturing company.”*

*“I am the head of governance and information for a subsidiary of a large national company. I have worked in this role for the last 5 years and previously worked for a medium sized commercial law firm for 10 year making associate partner before I made the move into industry. My team is responsible for all matters of audit, risk and governance for the organisation.”*

NOTE: This summary will be used on the ACGP Portal for an applicant’s profile, therefore it should be appropriately constructed and within the 100 word limit.

### **Voluntary Profile (not applicable to LTB applicants)**

It is important to note that this section is for applicants to highlight their ambassadorial experience. Applicants are required to provide a brief profile summarising their involvement in the community, which may include general volunteering with an organisation at local or national level. Applicants may also outline their experience with the media or in public relations.

NOTE: The profile should be a maximum of 250 words and include where they volunteered, the reason for involvement, period covered, etc.

### **Board Skills (applicable only to LTB applicants)**

It is important to note that this section is only for individual’s applying for LTB and is a chance for applicants to demonstrate the skills, knowledge and experience they can bring to the Board of an organisation. Applicants are required to outline their area of expertise, the skills involved and how these can be used to benefit the Board and the organisation on a whole.

NOTE: The profile should be a maximum of 300 words.

### **Supporting Information:**

Applicants are also required to provide a brief explanation at a minimum of 250 words and maximum of 500 words as to why they are interested in being a part of our EBM Programmes. The explanation should also include what they expect to gain from being a part of EBM but also what they expect to bring. Additional sheets may be used where necessary.

NOTE: The information provided in this section will be used to assist us with initial shortlisting of applicants. It is advised that applicants make the most use of this section and provide full answers.

### **Declarations:**

As a professional body, ACGP is required to maintain a high standard of ethics and probity, particularly as the focus of the organisation is governance and based on the key principles of transparency and accountability. As a result it is expected that members including EBM graduates hold themselves and each other to the same standards and to disclose on application any circumstance which may bring their character into question or the reputation of ACGP into disrepute as a result of having them as a member. Such circumstances may involve behaviour which is unlawful, dishonest, deceitful, violent or threatening whether in their private or public life.

NOTE: This information will be requested again on renewal of ACGP membership, should a member choose to continue with membership following their initial term.

### ***A Positive Response***

Should an applicant answer 'yes' to any of the questions in this section, they will need to provide the EBM Programme Coordinator with all the relevant information, which will be subsequently considered by ACGP Membership Committee. The same will apply in similar circumstances not stated on the form. ACGP retains the right to make further enquiries into the matter before approving an EBM graduate for membership; however this will be done with the applicant or with the applicant's consent. It should be noted that this will not automatically exempt an applicant or EBM graduate from membership but will need to be considered on an individual basis and a decision made. Where an applicant refuses to provide details of the disclosure, ACGP also retains the right to not proceed with the approval of membership.

### ***A Negative Response***

In the case where an applicant answers 'no' on application but it is later found to be inaccurate, ACGP has the right to terminate any membership offered. Similarly, where an individual answers 'no' on application and the circumstances of a mandatory declaration subsequently becomes the case; an applicant has an obligation to notify ACGP Membership Committee. Failure to do so may constitute grounds for termination of any membership provided.



NOTE: Subsequent applications following an omission or false statement may also be refused by the Membership Committee, however each case will be considered on an individual basis.

### **Reference (applicable only to LTB applicants):**

Individuals applying for LTB are required to provide a referee to verify their identity, character and general governance knowledge and experience. Referees may be contacted for a reference before a place is confirmed on the Programme or before a putting forward a participant for a Board position and should be:

- A person working at a senior level, who is an appropriately qualified professional (e.g. solicitor, chartered accountant, chartered secretary);
- A person that has known the applicant for a period of 3 years or more and with knowledge of the applicant's governance knowledge or role; and
- A person who is not related to the applicant or does not have a personal relationship with the applicant.

NOTE: A referee will not be contacted without notifying the applicant first.

### **Member Declaration:**

Under this section, an applicant is required to sign the application form which will confirm that all the information provided therein is true, accurate and complete to the best of their knowledge and belief. Furthermore an applicant has the option of agreeing to share contact details and governance profile with other members on the ACGP Portal, which acts as a directory of all members. Should an applicant decide not to share their information, they will have the option of an invisible profile in order to gain access to the Portal and resources contained. It should be noted that any false or misleading statements or failure to notify ACGP of any changes to the information provided may constitute grounds for termination of any membership provided.

In addition to the mandatory declaration in section 6, it is important that our members adhere to the principles of ACGP as outlined in the Member's Code of Conduct. It is a condition of membership that all applicants agree to abide by the code.

### ***Members Code of Conduct***

#### ***"Statement of Personal Responsibility***

*It is the professional and ethical responsibility of everyone who practices in the field of corporate governance to uphold the highest standards of professional conduct in the exercise of their professional duties.*

*Our profession has a responsibility to uphold the standards under which we operate. In doing so, we hope to make a positive contribution to society and commerce. We aspire to the core values articulated in this code of ethics and we acknowledge our commitment to adhering to these ideals in our profession.*

### **Fundamental Principles**

*ACGP Members and Participants must maintain exemplary standards of integrity, competence, objectivity, fairness, honesty, courage and respect in all aspects of their work - to demonstrate the epitome of professionalism.*

### **Members and Participants of ACGP must:**

- *Act in an objective manner and base decisions on factual information. We must not be unduly influenced by competing or conflicting interests.*
- *Have a primary duty to ensure the association's activities and that of any organisation with which we serve are conducted in compliance with the laws, standards and regulations of the authorities under which it operates, consistent with advancing requirements of good corporate governance.*
- *Maintain transparency, honesty and sound probity in all matters (financial, commercial or otherwise) both within our own organisations and when dealing with, or acting on behalf of others.*
- *Have integrity and be principled and consistent in applying our views. We must live up to our commitments and be trustworthy and scrupulous at all times, both professionally and personally.*
- *Keep the affairs of the association and that of members confidential. We may disclose information only to those entitled to receive it or to whom we have been authorised to disclose it. We must use information only for the purpose it was intended.*
- *Treat everyone equally and fairly regardless of their age, gender, disability, race, colour, ethnic or national origin, sexual orientation, marital or family status, religion, belief or perceived social status. We owe this duty to the colleagues, employers, clients and third parties and anyone else with whom we may have dealings."*

NOTE: Failure to abide by the terms of the code during their time of membership will constitute grounds for termination of any membership provided. Where an applicant refuses to sign the code of conduct on the application, the Membership Committee of ACGP have the right to refuse membership.

### **Billing Information (applicable only to LTB applicants):**

LTB applicants are to confirm the name and address to whom the invoice is to be sent (e.g. employer's details) where it is different to the details provided in section one of the application form under 'Applicants Details'. If the details are the same as those previously provided, it is requested that applicants simply tick 'yes'.

NOTE: Payment of fees should be made within 14 days of invoice or acceptance onto the Programme (whichever is first). Appropriate payment methods will be provided in the invoice along with

## **Equality and Diversity:**

Applicants are required to let us know their gender, gender assignment, sexual orientation, age, ethnic origin, religious belief and access requirements to help us with the provision of our services.

NOTE: It is important to note that applicants do not have to provide an answer to any of the questions in this section if they prefer not to say.

### ***Gender, Gender Assignment, Sexual Orientation and Age***

Applicants should confirm their gender, gender assignment, sexual orientation and their age by ticking the boxes provided as appropriate.

### ***Ethnic Origin***

Applicants are asked to describe their ethnic origin. Examples of possible ethnic origins have been provided below:

- Asian or Asian British e.g. Bangladeshi, Indian, Pakistani, etc
- Black or Black British e.g. African, Caribbean, etc
- Chinese or Other
- Mixed Heritage e.g. White and Asian, White and Black,
- White e.g. English, Irish, Scottish, Welsh, etc

NOTE: The above list of examples is not exhaustive; therefore applicants may specify an alternative.

### ***Religious Belief***

Applicants are asked to describe their religious belief, if any. Examples of possible religions have been provided below:

- Buddhist
- Hindu
- Muslim
- Christian
- Jewish
- Sikh

NOTE: The above list of examples is not exhaustive; therefore applicants may specify an alternative.

### ***Access Requirements***

Applicants are required to indicate whether or not they have a disability, for which provision will need to be made. It is important that applicants advise of any access requirements they may have, which may include wheelchair access, induction loop, dietary requirements, etc. The examples provided are not exhaustive and include anything that may affect an applicant's access to facilities or participation in services.

NOTE: Applicants will only be required to disclose whether they have a short-term or long-term impairment, medical condition, indisposition or specific learning difficulty such as dyslexia if this will affect any examinations to be taken with ACGP and for which they will require support.

### **Advertising and Marketing:**

#### ***Where Did You Hear About EBM***

It would be helpful to us if applicants were to indicate how they heard of the EBM Programme in order for us to improve how we advertise for participants.

#### ***Sector and Industry***

It is also useful for us to know the sector that applicants work in, as well as industry as this helps us to provide relevant information and updates. It will also help ACGP to plan future activities that will be of value to its members. Industry examples include:

- Banking and Finance
- Business and Management
- Charity/Social Work (inc Youth Work)
- Construction and Engineering
- Governance
- Health and Social Care
- Housing and Property
- Hospitality and Travel
- HR and Recruiting
- IT and Technology
- Law
- Logistics and Transport
- Marketing and Public Relations
- Media and Journalism
- Public and Civil Services
- Retail and Sales
- Sport
- Teaching and Education

NOTE: The examples provided are not exhaustive; therefore applicants may specify an alternative

[Top](#)

### **9.3 Awaiting Confirmation**

#### **Following an Application**

Further to receiving the online application, the Programme Coordinator will check the application to ensure all the initial information has been provided in order for consideration for the next stage of the process. Provided an applicant submits their online application by the deadline and meets the relevant eligibility requirements they will be shortlisted for the next stage and a provisional decision made. On shortlisting, we will look at an applicant on their interest in the Programme and their experiences in the community (or skills in the case of LTB) to ensure we will have participants who are committed to the course and to any boards that they may be placed on.

It should be noted that due to the oversubscription to EBM Programmes and the limited time available on orientation to meet and assess individual candidates, we are restricted as to the number of applicants we can invite to orientation. Therefore, applicants who miss the deadline or are unsuccessful on shortlisting will be deferred to the next intake, again provided they meet the minimum requirements. Successful applicants will be notified by the Programme Coordinator of the next stage of the application process and asked to complete the word version of the application by a deadline date.

NOTE: Applicants who have been deferred to the next intake are required to resubmit their application once the recruitment window for the next cohort has been opened as applicants will need to re-sign the declarations where they have been changes to your circumstances. It is recommended that applicants take the opportunity to recheck their application form to reflect any changes or additions to their career or study and their voluntary and governance experiences should there be any.

### **Following Orientation**

As mentioned above the orientation is the second stage of shortlisting. As well as being an opportunity for applicants to learn more about the Programme, it is a time for applicants to show their personality and their governance knowledge. Through the various activities planned for the evening, facilitators will be looking at the following:

- Communication and articulation
- Contribution to discussions and debate
- Knowledge and understanding of current affairs

To ensure fair consideration of candidates, facilitators for the evening will be scoring individuals in the areas outlined above. Again, due to the number of candidates we can accommodate on each cohort, candidates who perform above the minimum requirement will be considered and those with the higher scores will be offered for a place. Where a candidate performs above the minimum requirement but was unable to get on the Programme for the first time due to limited numbers, a place may be offered on the next cohort at the discretion of the EBM team. Candidates who do not perform at the minimum standard will be required to resubmit an application should they wish to be considered for the next intake.

All applicants will receive confirmation from the Programme Coordinator of their standing along with further instructions for sessions should they have been successful or further options for future cohorts for those unsuccessful on this occasion. Following confirmation, successful applicants will be invited to join CGFirst which houses all the information required for the Programme. It should be noted that it will also be used to arrange and confirm sessions.

[Top](#)

## 10. Policy Statements

TGF reserves the right to request the information provided for in the forms used as part of the application process in order to consider the eligibility of potential applicants for the EBM Programme and for subsequent membership with ACGP. Information requested on application is to assist with adequate monitoring of diversity of EBM cohorts and later ACGP membership, as well as to ensure we are an inclusive organisation.

It is important to TGF that we not only comply with legislation but protect the privacy of participants and where possible, meet the needs of individuals to ensure all participants enjoy the full benefits of the EBM Programme.

[Top](#)

### 10.1 Data Protection

Any personal information provided in the forms used on application will be treated as confidential in accordance with Data Protection Act 1998 and will be used by TGF only for the purposes of considering an applicant for the Programme. Applications will only be seen by those involved in the processing and considering of applications for EBM and retained for the duration of the Programme. Data relating to gender, age, ethnic origin and access requirements will only be used for statistical monitoring of applicants, development of services and where necessary organising of courses and events. Other than for consideration of subsequent ACGP membership by the Membership Committee and where stated, on the ACGP member's directory, personal information will not be disclosed to any third party. Basic information may however be disclosed to partner sponsors of the EBM Programme with the consent of the individual to whom it relates. By submitting an application, individuals are consenting to the recording and use of the information that is supplied.

[Top](#)

### 10.2 Equality and Diversity

It is the aim of TGF to be representative of all sections of society and to ensure each EBM participant is treated fairly in accordance with the Equality Act 2010. TGF does not discriminate on the basis of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, ethnic origin, colour, nationality, national origin, religion or belief, sex and sexual orientation, however reserves the right to select a specific group to target. Where a target group has been chosen reasons will be provided as necessary. All applications will be considered objectively and all individuals offered advice and support which recognises and values individual differences.

In accordance with our aim to be inclusive, TGF will be monitoring all identified characteristics. Disability will only be monitored to the extent of access requirements to enable reasonable adjustments to be made and full participation of participants with the course and members with services.

[Top](#)

## 11. Contact Details

All queries and posting of forms and/or applicable documentation should be made to the following contact at EBM:

**EBM Programme Coordinator**

**The Governance Forum (TGF)**

**EBM Programme**

**Ground Floor**

**One Victoria Square**

**Birmingham**

**B1 1BD**

**United Kingdom**

**Tel: +44 (0)845 505 1875**

**Email: [admin@effectiveboardmember.co.uk](mailto:admin@effectiveboardmember.co.uk)**

[Top](#)

Information in this guidance has been revised up to the date shown below. Should you wish to verify any of the information, please visit [www.effectiveboardmember.co.uk](http://www.effectiveboardmember.co.uk) or email us at [admin@effectiveboardmember.co.uk](mailto:admin@effectiveboardmember.co.uk)

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