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EFFECTIVE

BOARD MEMBER

Participant Guide



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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 important at all levels of the organisation to understand what good governance is. Responsibility falls to the Chair of the board, non- executive and executive directors, governance and compliance officers, company secretaries 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 Lead the Board Programme (LTB) 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 work with a coach who has 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 LTB Programme and how they can get involved.

2. About the Effective Board Member series of programmes

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 is to provide both a theoretical perspective to good governance and training in its practical application to enable graduates of the programmes to make valuable and strategic contributions to the organisations in the private, public and voluntary sector.

The programme is delivered by Central Consultancy and Training (Central) under license from The Governance Forum.

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 intention was that those with little knowledge of governance will be joined on the Programme by those who have no formal professional qualifications but a lot of practical experience in governance and leadership.

After three successful cohorts, EBM was expanded in September 2013 to include programmes for footballers and women.

2.2 Effective Board People

Strategic partners of the Programme offer a range of support, such as:

- Sponsorship;
- Coaching/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. 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.

Central Consultancy & Training - Central works closely with TGF and is licensed to deliver some TGF products and programmes including Women LTB.

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 seeks to expand the range of interest in governance practice. ACGP are the accreditors of the EBM Programme and sponsors of the GOTB Programme. For further information, visit www.acgpglobal.org.

Sponsors of the EBM Programmes include:

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 theory and practice to equip graduates for success in today's competitive global job market. 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. For further information, visit www.napier.ac.uk.

3. Being an Effective Board Member

The aim of LTB 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.

3.1 Why Be an Effective Board Member?

By the end of the Programme participants will have enhanced their experience and have completed the Advanced Certificate Course in Corporate Governance. Successful completion will mean being able to operate at a strategic level in organisations to impact their delivery of services.

Previous participants saw a marked improvement in core competences, 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 seen:

- A number of graduates obtain more senior roles on their existing boards
- Several graduates become school governors with one taking on a chair's position;
- A number of graduates secure non-executive positions on housing association boards;
- Graduates secure trustee roles on boards of local and national charities;
- Some graduates successfully apply for public appointments
- 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.

3.2 Benefits of Being an Effective Board Member

LTB seeks to support the needs of individuals involved in the Programme by providing the tools and resources required so participants can learn 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 include course workbook, the latest governance codes and current articles
- Access to an on-line portal with governance and leadership tools for personal development and much more;
- A coach who will work with each participant on effective board behaviour;
- The opportunity to be considered for board membership of housing organisations;
- Membership of ACGP;
- Opportunity to develop networking, debating and research skills;
- Visits and experiences with high profile speakers and practitioners;
- A certificate of achievement and graduation ceremony.
- Registration with Community Housing Cymru's 'Come on Board' database

4. 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; 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 board level 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 as a step towards achieving a more balanced composition. The business case for diversity is well reasoned - 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.

Participants of this Programme will be supported by experienced facilitators who have served on boards of all sizes, complexities and across 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.

5. The Programme

5.1 The Six Stages

Stage One: Check Eligibility

A typical candidate 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, see [‘Checking Eligibility’](#).

Stage Two: Complete Application Form

The application process requires completion of an application form and a declaration form which outlines a number of declarations and also requests a commitment to the ACGP Member’s Code of Conduct. The application form captures the following information which is used for shortlisting:

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

Following receipt of the application, the eligibility of the applicant will be checked and applications shortlisted and subsequently selected.

It is important to note that applications must be completed by the deadline. 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

Orientation is a compulsory part of the Programme and takes place on Day One.

Stage Four: Complete Course Sessions:

The Programmes are delivered over four days. Each session is expected to last approximately from 11am to 7pm or 9am to 3pm and will cover the core concepts and best practices around corporate governance. Dates and times of sessions will be confirmed in advance, however published details 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.

Stage Five: Undertake Examination

Depending on prior board level experience, some 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.

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 and networking event 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](#).

6. The Syllabus

Our Programme provides participants with a tailor made introduction to governance with teachings on the principles of good governance for the benefit of and application in 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.

6.1 Key Objectives and Competences

The key objectives of our programme 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 Practitioner.

Our Programme 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

6.2 Agenda

Modules comprise academic and practical exercises delivered during face- to-face in sessions. Modules are interactive and include time for questions and answers. Modules have been outlined below:

Day One

Module One: Orientation and self assessment including The Governance Game

Module Two: An introduction to Governance

- What is it all about
- When did it all start?
- Today
- The Theory
- The definitions

Introduce board scenario

Module Three: Governance Principles

- The keys to Governance
- Directing Governance
- Governing in Public Life
- The Effective Board
- The Role of Non-Executive Director

Day Two

Module Four: The TGF Governance Framework

- Regulating governance
- Board behaviour

Module Five: Role Play

Module Six: Governance Presentation

Day Three

Module Seven: Board Game

Module Eight – Corporate Governance Codes

Module Nine: Other Codes of Governance and exercise

Module Ten: Roles

- The Executive and the Board
- The Effective Board Members
- The Chair
- The Company Secretary
- The Governance Practitioner

Day Four

Board scenario 3

Module Eleven: Appraisal

Applying the TGF framework

Appraisal documentation

Board Appraisal

Risk Management

Balanced Scorecard

Module Twelve: Board observation assessment

7. Being a Participant

Participants 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 when needed;
 - Come to sessions prepared;
 - Respect fellow participants and all tutors;
 - Deal with all third party referrals in a professional manner;
 - Treat all property and equipment with respect;
- Be part of marketing, case studies and promoting the Programme where required.

In turn the providers and facilitators 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.

8. Becoming a Member of ACGP

Once participants have successfully completed the 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.

8.1 ACGP Membership

Whether an individual is new to governance, already in a senior role or sits on a board of directors, ACGP's various levels of membership ensure 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 (FGP)
Suitability	No previous qualifications or relevant qualifications and active engagement or interest in governance.	Main role in governance or professional qualification and seeking to further career in governance.	Substantial achievement in governance or significant contribution to furthering governance.
Route 1: Qualifications	Governance-related qualification at degree level and Governance Certificate Course (or equivalent).	Governance-related qualification at post-graduate or professional level and Governance Practitioner Course (or equivalent).	-
Route 2: Experience	Minimum of 3 years in a governance role and Governance Certificate Course (or equivalent).	Minimum of 5 years in a governance role and Governance Practitioner Course (or equivalent).	Minimum of 7 years in a governance role and high level of governance knowledge <i>or</i> MGP for a minimum of 2 years and 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 be afforded 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.

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. 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 application form will be used to consider a graduate's membership. Furthermore, the first year's membership will be covered by the Programme fee, should graduates wish to continue membership they will be required to pay the annual subscription.

9. Becoming an Effective Board Member

The 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;
- Professionals who want to give back to the community.

9.1 Check Eligibility

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

Lead the Board

- Appropriate level of seniority
- Experience in core functional areas e.g. finance, legal or HR, housing related industries, business
- 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

9.2 Completing Application Form

Personal Details:

Applicants should provide full background information in order for accurate records to be maintained and used for verification where necessary.

NOTE: Any changes to personal details should be notified 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. 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. 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 Experience:

It is particularly important to include details with respect to any governance role.

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.

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 or attend 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 role. In the case where an applicant has no previous governance experience it is recommended that they draw on their wider knowledge or experience of organisations and consider their desired governance role. You may also wish to highlight your ambassadorial experience, summarising your 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.

Board Skills

This section 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 Programmes. The explanation should also include what they expect to gain 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 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 Programme Coordinator with all the relevant information, which will be subsequently considered by ACGP Membership Committee. ACGP retains the right to make further enquiries into the matter before approving an 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 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:

Individuals applying 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:

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 28 days of invoice or acceptance onto the Programme (whichever is first). Appropriate payment methods will be provided in the invoice. Please contact us if you wish to apply for sponsorship (of which we have limited numbers) or make payment arrangements.

Equality and Diversity:

Applicants are requested to let us know their gender, gender reassignment status, sexual orientation, age, ethnic origin, religious belief and access requirements to ensure there is no discrimination in 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.

Access Requirements

Applicants are asked 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.

Where Did You Hear About LTB

It would be helpful to us if applicants were to indicate how they heard of the 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

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 and a provisional decision made. On shortlisting, we will look at an applicant on their interest in the Programme and their

experiences or skills 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 Programmes, we are restricted as to the number of applicants we can invite. 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.

10. Policy Statements

We reserve 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 Programme and for subsequent membership with ACGP. Information requested on application is to assist with adequate monitoring of diversity of cohorts and later ACGP membership, as well as to ensure we are an inclusive organisation.

It is important 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 Programme.

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 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 and retained for the duration of the Programme. Data relating to gender, age, ethnic origin, access requirements etc. 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 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.

10.2 Equality and Diversity

It is the aim of Central and TGF to be representative of all sections of society and to ensure each participant is treated fairly in accordance with the Equality Act 2010. We do 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, we 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.

11. Contact Details

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

Programme Coordinator

Kate Goodall
Central Consultancy and Training

Tel: +44 0121 285 6161 / 07759 491910

Email: womenleadtheboard@centralconsultancy.co.uk