

eldon

**BOARD MEMBER  
RECRUITMENT PACK**

*eldon housing*

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## A MESSAGE FROM OUR CHAIR

Hello and thank you for your interest in Eldon Housing.

This is an exciting time to join our Board. You'll join a forward-thinking organisation that is passionate about providing high-quality housing and services to those who need them the most.

Our vision '*to be the best provider of affordable housing and services within our area of operation*' and our strategic aims, give the organisation clarity and a sense of direction. We're forward-looking with a strong ambition to grow and explore options and opportunities.

Our strength at Eldon comes from the quality of services we provide to older and disabled residents and in ensuring our homes are designed to be accessible and conducive to their wellbeing.

You will be responsible for developing business and financial strategies, overseeing and monitoring performance, identifying and actively managing present and potential business risks, and making sure that the services we offer are influenced by customers in the right ways and uphold the standards and quality they expect.

Engaging in close communication with our residents is essential to achieving this. We also value innovation and have big aspirations for growth, despite the unstable economic climate.

Our Board Members are competent and responsible individuals who contribute to our mission, and wholeheartedly support our values and dedication to our customers.

We are looking for outstanding professionals at a senior level in sheltered, older persons housing and CQC inspections to help drive our strategy in the years ahead.

We also value diversity in our communities, thus we are particularly interested in applications from candidates who are younger in age, disabled, BAME, or LGBTQ+, as these groups are currently underrepresented on our Board.

As a housing association with deep roots in the community, we also encourage people living in our local area to apply. I hope you'll submit an application, and I'm looking forward to meeting you soon.

Best wishes

**Hony Premlal**

**HONY PREMLAL - CHAIR**



## ELDON'S STRATEGIC OVERVIEW

Eldon Housing Association was established in 1981 to take on the homes for older people provided by the Croydon Guild of Voluntary Organisations, now known as Croydon Voluntary Action.

Eldon now owns just under 300 homes across 13 locations in Croydon and West Sussex, providing a mix of general needs, semi-independent living, sheltered and extra care sheltered housing.

We have registered as a domiciliary care agency and provide this service at two extra care schemes. Our care services are inspected by the Care Quality Commission (CQC). Their latest inspection report published in June 2018 provided a 'Good' overall assessment of the service.

We are a secure partner with Croydon Council and provide facilities management services to their older person's specialist accommodation Care 4 Croydon (C4C) PFI (Private Finance Initiative) project. This comprises three residential care homes and one extra care sheltered scheme. The C4C partnership enables us to achieve more by working together than we would achieve if we worked apart. It adds value to our core objectives and benefits the people we aim to serve in our core operational areas.

Care for Croydon (C4C) PFI Project	
<b>Addington Heights Resource Centre</b>	50 place residential care unit for physically frail older people, with care provided by Care UK. 36 place day centre for people with disabilities, with service provided by Croydon Councils Cherry Orchard Centre Facilities management provided by Eldon
<b>Fellows Court and Coleby Day Centre</b>	40 self-contained extra care flats, with care provided by London Care 36 place day centre, with services provided by Croydon Council's LIFE Community Reablement Service Housing and facilities management provided by Eldon
<b>Langley Oaks Resource Centre</b>	40 place residential care unit for older people with mental health needs, with care provided by Care UK 16 place day centre facility, with separate access and facilities to support mentally frail older people living at home, with services provided by Croydon Council Facilities management provided by Eldon
<b>Heavers Resource Centre</b>	60 place residential care unit for older people with mental health needs, with care provided Care UK. Resource centre offering a one stop service for dementia sufferers and their carers, including: <ul style="list-style-type: none"> <li>• 16 place early onset Dementia Support Unit, used on a day basis, with services provided by Croydon Council</li> <li>• 24 place day activities centre to support mentally frail older people living at home, with service provided by Croydon Council</li> <li>• Office space for Central Croydon Community Health Team for Older Adults</li> <li>• Office space for Croydon Memory Service</li> <li>• Office space for the Alzheimer's Society, for four (4) staff</li> </ul> Facilities management provided by Eldon

## OUR BOARD



### **Hony Premlal MBA, CIHCM**                      **Chair**

Hony is Chair of our Board and has over 26 years of experience in a variety of housing Director and Non-Executive roles. Hony is currently Co-Chair of Women in Social Housing (London). She brings strategic re-organisation, housing management, asset management, property compliance, customer engagement and customer services to our Board.



### **Anne Chapman BA(Hons), PGDIP, CIHCM** **Deputy Chair**

Anne is Deputy Chair of our Board. A solicitor for more than 20 years and Assistant Director – Governance and Compliance and Company Secretary at Golding Homes. Anne is Vice Chair of the Governing Board for the CIH, the Chair of the Audit & Risk Committee for the CIH and Chair at the national charity 'We Are With You'.



### **Michael Chinn FCCA, CPFA**

Michael is the Executive Director of Resources at Saxon Weald in West Sussex. Michael trained in Practice accountancy before moving into the housing sector with roles including Deputy Group Finance Director of a medium sized housing association in West London and Director of Finance at a Croydon association. Michael has held other Board and advisory roles in his career and now sits on both the Board and Audit & Risk Committee at Eldon.



### **Ben Dowling**

Ben is a social entrepreneur working with young people of all ages to build their life skills and help them become changemakers; currently through Unloc Learning Limited, a company he co-founded aged 19 and in which he remains an active Director with overarching responsibility for strategic direction, strategic finance, human resources, asset management, IT and health & safety. Ben's expertise is primarily in good governance, finance and leadership. He has previously been a city councillor for 8 years.



**Dan Gower-Smith CMgr, FCMI**

Dan has worked within the social care sector for over 20 years. Dan started his career as a support worker for adults with learning disabilities and associated conditions and progressed to a Registered Manager, Area Manager and is currently the Group Executive Director of Operations, Quality & Practice for a large learning disability charity.



**Karen Harvey B.Sc(Hons), M.Sc, FCIPD, Cpsychol.**

Karen is the Managing Director of her own consultancy business providing interim HR Director and consultancy services, including coaching, to many different sectors. She is a chartered psychologist and Fellow of the CIPD. She has previously been a HR Director in several large organisations including housing associations.



**Kristian Melgaard BSc(Hons), M BA**

Chair of our Audit & Risk Committee. Kristian is a Housing Consultant and has worked in the affordable housing sector for 20 years occupying a variety of senior executive and non-executive roles at both registered providers and local authorities. He brings a wealth of experience in housing operations, customer services, asset management, development and sales.



**Nannette Sakyi BA(Hons), MA**

Nannette is an experienced housing professional and is currently a Strategic Lead at Southwark Construction – Southwark Council. Her experience ranges from new build development, operations management, service improvement and business transformation. Nannette is also a board member for Grand Union Housing Group, Grand Union Homes Limited and GUHG Development Company Limited. Nannette holds a master's degree in Housing.



## **STRATEGIC AIMS AND OBJECTIVES**

### **VISION**

**To be the best provider of affordable housing and services  
within our area of operation**

### **MISSION**

**Providing accessible and sustainable housing,  
supported by flexible and reliable services**

### **VALUES**

**Passionate, professional, and operating with integrity**

**Caring about customers, staff, and business**

**Respectful - listening and approachable**

**Innovative – always looking to improve**

## **AIM 1: TO PROTECT AND ENHANCE THE QUALITY OF HOMES AND THE SERVICES THAT TENANTS VALUE**

Eldon's strength comes from the quality of services provided to older and disabled residents. We ensure our homes are designed to be accessible and conducive to the well-being of tenants. Critical to our success is our people. We have dedicated staff at each scheme. This enabled Eldon to minimise the rate of infection and deaths in our extra care homes during the pandemic. Residents feel reassured by seeing a familiar and friendly face. Staff are reassured that they have an employer that will look after them. Our values shine through at every scheme. The Care Quality Commission (CQC) have rated our care service as 'good,' and Eldon is accredited with the Customer Service Excellence Standard quality mark.

## **AIM 2: TO PENETRATE THE MARKET OF OLDER AND DISABLED PEOPLE'S ACCOMMODATION-BASED SERVICES IN ELDON'S CORE OPERATIONAL AREAS, CREATING NEW SUPPLY AND NEW SERVICES**

For a small provider, we punch above our weight. We have been a successful partner in Care 4 Croydon PFI, providing housing and facilities management at Fellows Court extra care scheme and soft and hard facilities management at three council owned nursing homes. We are well placed to deliver services in schemes we own and manage, and to deliver in partnership with others. The population profile in our areas of operation indicate there is a rising need for the services we offer. We will seek to deepen our penetration of the markets.

## **AIM 3: TO PROMOTE ELDON'S SERVICE OFFER TO INDUCE FUTURE FUNDERS, PARTNERS, EMPLOYEES, AND SERVICE USERS**

We recognise that we need to modernise and improve communications to optimise the value we can offer within communities. We would like the quality of the service that we offer to be widely known to potential service users and their families, new employees, partners and stakeholders.

## **AIM 4: TO PRESERVE INDEPENDENCE, FINANCIAL STRENGTH, GOOD LEADERSHIP, AND GOOD GOVERNANCE**

Eldon is good at delivering services within sheltered and care settings. Service quality could be compromised if Eldon became part of a wider group that does not operate to the same standards and values. Eldon is financially strong and has headroom to meet its stock investment and development aspirations. year ending March 2023 we had an annual turnover of £7.79 million and operating surplus of £1.55 million.



# BOARD OF MANAGEMENT BOARD MEMBER ROLE PROFILE

## MAIN PURPOSE OF ROLE

The role of the Board members is to provide leadership to Eldon Housing Association and determine its vision and strategy, manage risks, control the organisation's affairs and ensure legal and regulatory compliance. This role profile is relevant for all members of the Board including the officer positions of Chair and Deputy Chair.

Board members are collectively responsible for setting the strategic direction of the organisation and ensuring its long-term success. They must ensure, working with the Senior Team, that the organisation achieves its aims and objectives efficiently, effectively and in accordance with legal and regulatory requirements.

The role of the Board member is to add value to Eldon's business by contributing experience, expertise and insight in order to help determine strategy, direction and control in the interests of tenants and leaseholders, other service users and the wider community.

All Board members share responsibility for the Board of Management's decisions. Each Board member should act only in the interests of Eldon HA and not on behalf of any constituency or interest group. Board members should put the interests of the organisation before their own interests.

### **Strategic leadership**

1. Developing and promoting the values of Eldon and ensure they are at the heart of everything the Board does
2. Defining and driving pursuit of the organisation's vision and strategic direction.
3. Agreeing strategies, policies and plans which enable the organisation to achieve its strategic objectives
4. Exercising sound financial and risk management to ensure the long-term success of Eldon
5. Making decisions which are in the best interests of Eldon and its customers
6. Establishing and overseeing a framework of delegation and internal control
7. Monitoring the organisation's performance against its strategic objectives
8. Supporting and challenging the Senior Team to ensure the efficient and effective management of the organisation
9. Acting as an ambassador for the organisation and promote its aims, values and work

10. Delegating operational responsibility, and setting key performance targets for the Chief Executive and senior team
11. Ensuring all corporate activity satisfies legal, regulatory and organisational requirements
12. Establishing a framework of prudent and effective controls that enable risk to be properly assessed and managed and to ensure the organisation's ongoing viability.

### **Governance**

13. Ensuring that Eldon acts in accordance with its Constitution, Governance Framework and the relevant legal and regulatory requirements and that its obligations to its stakeholders are fully understood and enacted
14. Agreeing a governance structure which best facilitates delivery of the organisation's strategic objectives and populate this accordingly
15. Establishing mechanisms by which the Board communicates with and receives insight from key stakeholders
16. Appointing (and if necessary removing) the Chair
17. Taking appropriate advice, including external advice where necessary, in order to make robust decisions.

### **Conduct**

18. Preparing for and attending Board meetings, committees, working groups and internal and external stakeholder events as required
19. Making an effective and engaged contribution to strategic discussion, debate and decision making
20. Maintaining appropriate standards of behaviour in accordance with the Code of Conduct and role modelling these for the organisation.

### **People**

21. Maintaining good relationships with other Board members, Senior staff and other key members of staff and external stakeholders including customers.

# **BOARD OF MANAGEMENT BOARD MEMBER PERSON SPECIFICATION**

## **ELIGIBILITY CRITERIA**

The Rules (Part D) state the eligibility criteria for all Board members

## **QUALIFICATIONS, EXPERIENCE AND KNOWLEDGE**

Board members should possess one or more of the following attributes

- Senior level experience of working within an organisation of a similar scale and complexity
- Experience in a non-executive role
- Relevant experience and knowledge (tbc).

## **SKILLS AND ABILITIES**

While each Board member will make a unique, important and valuable contribution to the Board's work and their diverse skills, experiences and perspectives strengthen the Board, Eldon has identified the following core competencies that all Board members need. However, it is recognised that individual members will not all be at the same level on every competency.

1. Ability to think and communicate constructively, critically, objectively and clearly
2. Ability to listen and ask relevant questions
3. Ability to understand the diverse needs, preferences and experiences of current and future tenants to improve services
4. Ability to interpret and challenge financial information about Eldon's business, and to promote the efficient, effective and prudent use of resources to achieve Eldon's objectives
5. Ability to scrutinise and provide feedback on performance
6. Ability to evaluate risks, and to ensure that Eldon has measures in place to manage risks in the most cost-effective way

7. Appreciation of, respect for, and willingness to work with others from a diverse range of backgrounds, as part of a team
8. Lead and represent an organisation at the most senior level, giving a strong sense of strategic direction
9. Read and analyse complex information and draw out key points for discussion
10. Manage different views and build consensus through persuasive discussion
11. Make balanced and informed decisions
12. Balance constructive challenge with support.

### **PERSONAL QUALITIES**

1. Passionate about Eldon's vision and values
2. Committed to accountability, openness, transparency and equality of opportunity
3. A strong, credible leader
4. Works well in a team
5. Open, engaging and enthusiastic
6. Honest and possessing integrity
7. Committed to the future of the organisation and all its customers.

### **VALUES AND ETHICS**

All Board members need to demonstrate commitment to:

- the mission and values of Eldon
- the principles and practices of collective Board responsibility and decision making
- tenants, leaseholders and other service users
- the wider community in which Eldon operates

## OTHER INFORMATION

We hope for six years (two three-year terms) as a commitment from Board Members in line with the Code of Governance and any appraisal outcome.

We try as far as is possible to have a Board composition that has a range of skills and diversity including broad reflection of the local community and our residents.

## COMMITMENT

1. Makes sufficient time available to carry out the role effectively (minimum 1-2 days per month)
2. Gets to know and understand the organisation
3. Abides by its values and policies
4. To participate in learning and development activities that develop personal effectiveness including annual appraisal and assist in improving the overall performance of the Board.
5. To be on the board and a member of at least one other committee

## **PRIVACY STATEMENT**

Eldon Housing Association is registered with the Information Commissioner's Office as a Data Controller under the General Data Protection Regulations 2018 and is committed to protecting and respecting your privacy.

This Privacy Statement explains what personal information we hold about you and how we use the personal information we collect about you.

### **WHAT PERSONAL INFORMATION (DATA) DO WE COLLECT AND WHY?**

Eldon Housing Association collects information on its employees, housing applicants and tenants in order to operate as a registered provider of housing and a Domiciliary Care Agency.

We receive information via:

- Telephone/e-mail applications
- Housing Application Forms
- Local Authority housing nominations
- Requests for our care services (Care Plans)
- Agencies such as Housing Benefit, Department of Work & Pensions
- Employment Application Forms
- Employment References

We collect and hold the following personal data:-

- Full name and the names of all adults living in your household (tenants)
- Date of birth (Employees / Sheltered Housing tenants only)
- Contact details such as phone numbers & e-mails addresses
- Contact details of next of kin (Sheltered Housing tenants only)
- Gender
- Ethnicity
- Religion or other beliefs (Sheltered Housing tenants only)
- Medical history (Employees / Sheltered Housing tenants only)
- Medication Requirements (Sheltered Housing tenants in receipt of care only)
- Records of financial transactions such as rent & service charge payments
- Emergency contact details (Employees)

The collecting of the above information enables the Association to provide housing, welfare and support to all of its tenants and care services to its sheltered housing tenants.

We do not record telephone calls and no personal data is obtained when visiting our website. Employee and Tenant surveys are completed anonymously.

### **CONSENT TO HOLD/PROCESS PERSONAL DATA**

All of our tenants are asked to sign a Data Protection Consent Form which details the type of personal information the Association holds and who we may be required to share this information with.

We will only ask for personal information which is necessary to enable us to deliver our housing and care services. You have the right to refuse to provide this information but you should be aware that this may affect our ability to provide you with the services you require and could prevent you gaining access to housing related benefits that you are entitled to



Some information we can legitimately hold without obtaining your consent such as information required to carry out our role as social landlord, where we have a legal obligation to process information and where it is necessary to protect the Health & Safety of a tenant or other person.

With regard to Employees the Association holds personal data that is required for the performance of the employment contract and in compliance with its legal obligations. Specific consent will be obtained to hold any personal data required outside of the legal requirements.

### HOW WE MANAGE, USE & PROTECT YOUR PERSONAL INFORMATION

We will manage your personal information in accordance with the General Data Protection Regulations 2018.

We will ensure your personal information is kept up to date and is not excessive and not kept any longer than necessary. Data will be retained throughout your tenancy/term of employment and for a set period afterwards to ensure the Association meets its legal obligations.

We will use your personal information to contact you by your preferred means, make salary and expenses payments (Employees/Board Members), provide specific care services (sheltered housing tenants), provide welfare and support services (tenants)

We are committed to ensuring your personal data is up to date and relevant and would ask you to advise us if there are any changes in your personal details.

To ensure confidentiality you may be asked a security question to confirm your identity when contacting our Head Office. We will never discuss your personal information with anyone other than you, unless you have given us prior permission.

We will take every reasonable precaution to protect your personal information which will be kept securely in locked cabinets and password protected computer data files and access to this information will be limited to authorised members of staff only. Archived files are stored in a secure warehouse and destroyed using a specialist shredding contractor.

### CCTV

CCTV equipment is only used at our premises for security purposes only and the data obtained is overwritten with new recordings every 4 weeks.

### HOW WE SHARE YOUR PERSONAL INFORMATION

Authorised members of Eldon Housing Association staff will have access to your personal information. In addition from time to time we are required to share your information:-

- To comply with the law
- As a result of Court proceedings concerning your tenancy
- Where there is a Health & Safety risk to you or members of the public
- Your name and address to contractors working for the Association in order to complete planned maintenance works or repairs.
- To Local Authorities to confirm occupancy in respect of Council Tax
- To utility providers to confirm occupancy

## YOUR RIGHTS

### Right to Information

You have the right to ask what personal information we hold about you and to request a copy of this information through a Subject Access Request.

These requests must be made in writing and the Association has one calendar month to provide you with this information.

### Right to be Forgotten

You have the right to ask us to delete personal information that we hold where the information is no longer necessary, you are withdrawing consent or where you object to the Association processing information that there is no legitimate reason for continuing.

The Association can refuse to remove information where we have an overriding legitimate interest for continuing the processing of your personal information.

You can make a request to be forgotten to your House Manager, the Welfare & Support Officer or the Company Secretary who will pass the request to the relevant team leader i.e. Tenant Services Team, Finance Team, HR Team etc.

### Withdrawal of Consent

You have the right to withdraw your consent to the Association processing your personal information at any time.

You can withdraw your consent by informing your House Manager, the Welfare & Support Officer or the Company Secretary who will pass the request to the relevant team leader i.e. Tenant Services Team, Finance Team, HR Team etc.

The Association can refuse if we have an overriding legitimate reason to process your personal information.

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020 8668 9861 [info@eldonhousing.co.uk](mailto:info@eldonhousing.co.uk)

## **EQUALITY & DIVERSITY STATEMENT**

In the development of housing, the provision of housing services, general management of its stock and the employment of staff and contractors, the Association will seek to ensure equality and fair treatment for all persons.

Any person or group of persons applying for employment with the Association will be treated equally and fairly.

All persons, tenants, contractors or groups of persons shall be treated neither less nor more favourably than other persons or groups of persons by reason of: - their sex, age, race, religion or beliefs, marriage and civil partnership, sexual orientation, disability, gender re-assignment, pregnancy and maternity, ethnic or national origins, appearance, marital status, responsibility for dependents, being HIV positive or with AIDS, any unrelated criminal activities, or any matter which causes in unjust treatment.

The Association's operational policies and procedures aim to reflect this Equality and Diversity Statement and to promote understanding between people who have different backgrounds, respect differences and provide services that meet the differing needs.

Any degree of discrimination by whosoever will not be tolerated and will be dealt with by the Association appropriately