



Information Pack

Chair of the Board
recruitment
2018 - 2019



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<p>A full copy of this job information pack and the equal opportunities monitoring and declaration of interests form can be downloaded from both https://www.ccha.biz/about-us/working-for-us/ and http://www.foresthr.co.uk/recruitment/</p>	

Welcome letter from the Chief Executive



December 2018

Dear applicant

Chair of the Board opportunity with CCHA

Thank you for taking the time to find out more about this exciting and influential role. Being a housing association board member can be demanding at times, but it is also rewarding and enjoyable.

These are challenging times for our sector - but we like a challenge and we are determined to remain financially strong, proactive and committed to growth. We are progressing well towards the priorities set out in our business plan “Commitment 2020” and are looking forward to developing our new business plan, the work for this has just started. The new plan will be influenced by the ideas in the Social Housing Green paper and in particular the aim of empowering residents and hearing their voice.

We are committed to remain true to our vision of “Proudly delivering excellent homes and services to our customers and communities” and our five core values. We want to increase the number of homes we own, but recognise there is always a need to build communities where people chose to live and work. However, none of this should be at the expense of our existing customers who are at the heart of all we do.

Our Board is passionate about making a contribution and we are looking for an experienced Chair to lead us. The Chair will need to be able to facilitate effective debate and carry the support of the Board to take strategic decisions. The ideal person will have a strategic outlook and an understanding of good governance gained ideally within the housing sector. In addition to this, we need someone with experience in relationship management and an understanding of how to engage with our key stakeholders. He/she will also have knowledge of service performance management and the needs and wishes of our residents. Given the importance of the role, the post holder also needs to have financial and asset management acumen as well as taking on a key ambassadorial and leadership role and be a strong team player.

The successful candidate will be joining us as we develop our business plans for the period after 2020, so will have a real impact on what we will look like in five years' time and will help to drive us to achieve those plans. If you are interested in joining us, in taking on a leadership role that will help us to continue to make a real difference in our communities and in helping to shape our future and to achieve our plans, then we look forward to receiving an application from you.

Kind regards,

A handwritten signature in black ink, appearing to read 'Tracy Cullen', written in a cursive style.

Tracy Cullen, Chief Executive

CCHA – About us



We currently own and manage over 1500 homes in Croydon, Bromley, Sutton and Merton and are planning on increasing this number to 1830 homes by 2020. In April 2018, 50 new homes were added with the opening of our new older persons scheme, Dillon Court and a further 34 are expected to be completed during this financial year. We have just established a new development company which will undertake for-profit sales to help us achieve our aim of developing more social housing units.

Our vision

We have a vision to “Proudly deliver excellent homes and services to our customers and communities.” Key to achieving this vision is ensuring our business operates as efficiently and effectively as possible through getting the best use of our resources.

Our values are:

- ❖ Focus on what really matters to our customers
- ❖ Grow through Partnerships
- ❖ Responsive to all opportunities
- ❖ Improve through listening
- ❖ Professional in everything we do

To help us achieve our vision we have a five year business plan “Committment2020” which identifies five commitments which we feel are important for our future.

- ❖ We will be valued as an influential and high quality landlord, a forward thinking employer and a trusted partner in our core communities
- ❖ We will prioritise enabling residents to keep their homes and promote mobility
- ❖ We will develop more homes and services for local communities
- ❖ We will maximise the quality and value of our homes
- ❖ We will deliver continuing efficiencies to achieve improved value for money

Our community investment

We have been rooted in the local community since our foundation in 1967 and are proud to continue to offer a range of initiatives to support our residents. Key activities this year are:

- ❖ **Schools Out Programme** - This programme ran for four weeks during the summer and provided 15 spaces per week for young people to enjoy a range of activities and thus allow parents to continue to work. Opportunities for work experience as youth mentors were also available.
- ❖ **The Hays Job Seeking Skills Programme** - This is a workshop ran in partnership with Hays Recruitment designed to improve employability skills. Residents who attended felt the workshops had a positive impact on their attitude towards job seeking.

- ❖ **Welfare and debt advice service** - In 2017-18 our in-house Welfare and Debt Advice service helped 141 customers with financial advice; raise £71,605 of benefit direct to customers; and collect £41,336 of rent following benefit intervention.

We are also pleased to be working in partnership with Emmaus, a local homelessness charity, to provide move-on accommodation to their clients.

Our governance arrangements

The Board comprises the chief executive and 9 non-executive members. All Board members are also shareholders. The Director of Finance and the Director of Operations regularly attend Board meetings but are not members. The Board meets six times a year and has two strategy days each year. There is also an Audit and Risk Committee which meets four times and consists of five non-executive Board members.

CCHA is registered under the Co-operative and Community Benefit Societies Act 2014 (17772R) and the Homes and Communities Agency Registration No. LH0495 . The Board adopted the NHF Code of Governance in 2015 and is fully compliant.

The Regulator of Social Housing carried out an In-Depth Assessment this year and we were delighted that this confirmed our Financial Viability rating as V1 and our Governance rating as G1.

Role profile



Introduction and Principles

The Chair complies with our code of conduct; the principles of good governance set out in the National Housing Federation's Code of Governance and generally accepted standards of good governance. We support and uphold the Code and believe that the foundation of good governance is a talented, diverse and effective board working as a team to lead and control the organisation.

The principles of good governance are:

Ethics – We operate according to high ethical standards, explicit values and the NHF's Code of Governance.

Accountability – There is proper accountability to, and involvement of, all our stakeholders, including our residents.

Customer First – We put the needs of our existing and potential services users at the heart of business decisions and strategy.

Openness – There is a spirit of openness, making full disclosure of governance matters and other information.

Diversity and Inclusion – There is fairness and equality of opportunity and a recognition of diversity in all aspects of our governance.

Review and Renewal – There are formal and open processes for the periodic review of the board's own performance, and to ensure its renewal.

Clarity – There is clarity of roles and responsibilities between our officers, board members, paid employees and shareholders.

Control – There are effective systems for internal delegation, audit and control.

Structures – There are effective staffing and committee structures to support our work.

Purpose of Role

To lead the Board in setting strategic vision and direction of the Association, ensuring good governance and effective strategic planning.

To develop and communicate the Association's culture, aims and objectives in accordance with the rules, legal and regulatory guidelines.

Responsible to

The Chair is responsible to the Board and membership and responsible for the leadership of the Board, Governance and strategic direction of the Association.

Term of Office
Appointed for a term of office of up to three years, which can be renewed for one further term of three years subject to satisfactory performance. Generally, the continuous period of service shall not exceed six years. However, in exceptional circumstances the board may determine to offer further agreements, each lasting no more than one year, up to a total of nine years' service.
Remuneration
£2,050 per annum in respect of duties as a Board Member and £3,075 per annum in respect of role as Chair of the Board.
Key role relationships
<p>External: To maintain and develop good relationships with residents, shareholders, the local authorities with which we work, partners, the regulator, our lenders and other agencies relevant to the work of the Board.</p> <p>Internal: To maintain good relationships with other members of the Board, Resident Scrutiny Panel, the Chief Executive and other key members of senior staff.</p>
Key Responsibilities
<p>Leading the organisation and the Board</p> <p>1. To play an active leadership role in developing, approving and ensuring implementation of CCHA's values, strategies, objectives and policies.</p> <p>Good Governance</p> <p>2. To oversee governance of the organisation, ensuring:</p> <ul style="list-style-type: none"> • Compliance with the Association's financial regulations, standing orders, delegated authorities and the regulatory frameworks; • That the Association follows the recommendations of the NHF Code of Governance; • That the Board and sub-committees are comprised of suitably skilled and experienced members who understand their roles and responsibilities; • That Board members make effective contributions and work as a team; • That critical issues are discussed by the Board in a timely manner with appropriate information available; and • That the Board receives professional advice when it is needed, either from its senior staff or from external sources. <p>3. In consultation with other non-executive Board members ensure:</p> <ul style="list-style-type: none"> • That the Board makes proper arrangement to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive; • That when necessary, that the Chief Executive is replaced in a timely and orderly fashion;

- That the Board makes proper and appropriate arrangements for its own appraisal and that of Board members, including the Chair's own appraisal, and for implementing a succession plan for Board membership;
- That the Board keep under review and appraise the operation and effectiveness of the Board and Committee Structures and if necessary, bring to the Board proposals for change;
- That satisfactory arrangements are made to identify and appoint the next Chair of the Board;
- Work in consultation with Chief Executive and delegated Board members to recruit Board Members and Shareholders;
- That the level of any agreed Board member remuneration results from an approved process that minimises the potential for conflicts of interest.

Performance Management

4. To oversee the performance of the Board, ensuring:

- That the Board's business is conducted efficiently and effectively through a framework of delegation and systems of internal control including monitoring performance towards the five year and annual business plans; the budget and key performance indicators;
- Implementation of frameworks for effective financial control and identification and management of risk; and
- Delegation of authority to enable the business of the organisation to be carried out effectively between meetings of the Board.

Chairing meetings

5. To Chair Board meetings, participating in other committees, panels as required:

- Ensuring that agendas are agreed for Board meetings in consultation with the Chief Executive and/or other senior staff to whom this task has been delegated;
- Ensuring that all members are given the opportunity to express their views before any important decisions are taken, and that appropriate standards of behaviour are maintained in line with the agreed code of conduct; and
- Undertaking the lead on specific functions as approved by the Board, including Chair's action.

Maintaining good relationships with staff

6. To build and maintain effective and constructive working relationships with the Chief Executive and other senior staff.

7. To line manage the Chief Executive, providing advice, support and challenge as required.

Representing CCHA

8. To act as an ambassador and representative for the organisation, upholding the reputation of CCHA and its values and objectives.

9. To network and promote the achievement, purposes and benefits of CCHA.

Adding Value

10. To apply personal expertise with regard to both the business and social aspects of the business.
11. To be familiar and keep up to date with sector issues.
12. To act as a role model for good governance practices and behaviours.

Competencies – Chair of the Board



The Chair of the Board must be able to demonstrate the skills, abilities and personal qualities of those required of a Board Member.

Core competencies

- Able to lead and inspire the Board and officers, building confidence in the governance arrangements;
- Communication and interpersonal skills, able to liaise effectively with a wide range of stakeholders and audiences;
- Strategic vision, able to analyse complex information, demonstrate clear analytical intellect and guide rational decision making;
- Able to lead the organisation through periods of change;
- Ensures own performance meets the requirements of the role of the Chair and is open to appraisal, learning and personal development;
- Supports the values and objectives of CCHA and promotes equality and diversity in the design and delivery of our purpose.

Knowledge and experience

- Experience of operating at a senior level (either executive or non-executive) including experience of acting as a Chair;
- Governance experience, as a Member or Chair of a Board or similar, with knowledge of good governance practice;
- Wide-ranging understanding of commercial issues, with strong business and financial acumen;
- Knowledge of key stakeholders and experience of good practice in relationship management and accountability frameworks.

Skills and abilities

- Strategic planning skills, able to develop strategic vision, and encourage others to contribute to this;
- Able to assess risk and promote risk awareness without being risk averse;
- Able to challenge appropriately and hold the Board and senior staff to account; with a wider vision to raise standards across the organisation;

- Skilled at bringing people together to generate a strong team spirit, able to work collaboratively and building consensus;
- Demonstrates understanding of service, performance management and customer perspectives;
- IT literate comfortable with using MS office and e-mail.

Personal behaviour and style

- Actively role models the professional conduct expected of the Board Chair;
- Proactively demonstrates strong commitment to equality and diversity;
- Passionate about service improvements; strongly champions the right of residents to have influence and access to excellent services;
- Listens to others and provides clear decision making when it is required;
- Enabling and supportive leadership style that motivates staff to deliver their best;
- Demonstrates credibility and integrity;
- Open to learning and development, for self, staff, and the Board; fosters a "improve through listening" culture throughout the organisation;
- Has the time and commitment effectively to discharge the responsibilities of the post of Chair.

Time commitment – the Board meets 6 times a year

- Average 2.5 days a month (although there may be times in a year when it could be more) in evening meetings, 1:1, attending events etc;
- Given the nature of the role and the remuneration package, we would expect the candidate to live within a reasonable commuting distance from Croydon.

Specialist skills matrix



The Board aims to maximise its membership and ensure that its overall composition comprises members with skills which cover the broad range of activities relevant to the leadership of a social housing business.

Board members should bring a range of different skills and experience. Individual members have more than one skill area and it is helpful if the Board does not have to rely on one member for important areas of experience. The Board will aim to have at least four individual board members whose skills are drawn from within each of the following skills areas.

As part of your application it would be helpful if you could complete a self-assessment of your skills and experience in the form below.

<p>The Board as a whole should process an appropriate balance of these skills</p> <p>0 = No skill & knowledge</p> <p>1 = Little skill & knowledge</p> <p>2 = Adequate working skill & knowledge</p> <p>3 = Strong skill & knowledge. Specialism.</p> <p>Please add a self-assessment score of 0-3 in each box to indicate your strengths.</p>	
Skills Area 1	
Governance and regulation	Housing sector expertise at board level
Skills Area 2	
Financial and investment	Business and commercial
Skills Area 3	
Asset Management and residential development	Organisational Development, business growth and change
Skills Area 4	
Community and stakeholder relationships	Customer service, residents' needs and concerns

Key terms and conditions
(For information purposes only)



Appointment	The initial term of this post is for a 3 year appointment. A subsequent term may be made at the expiration of the first. Generally, the continuous period of service will not exceed six years, although, on an exceptional basis, the Board may decide to make annual reappointments for up to a further three years.
Probation	A period of 6 months' probation will apply.
Personal development	To enable the proper fulfillment of the post we will encourage and provide opportunities for the post holder to develop and expand their knowledge and skills. Post holders are expected to demonstrate a commitment to continuous personal development.
Fees	The post holder will receive £5,125 a year. Board fees are paid in 12 equal monthly payments and credited to the post holder's bank account. In addition, Board members may claim reasonable out of pocket expenses, as outlined in the section below.
Travel	Travel costs to and from our offices is non-reimbursable (to meet current HMRC rules), but reasonable expenses will be paid for travel to training courses and conferences approved by us in advance. Board members may claim car mileage at the prevailing HMRC rate. We will meet claims for car parking fees if free parking is not available when attending external events on our behalf.

Outline process and key dates



<p>How to apply:</p>	<p>Download information pack from both https://www.ccha.biz/about-us/working-for-us/ http://www.forestr.co.uk/recruitment/</p> <p>Apply by providing a CV, brief supporting statement, completing the skills matrix self-assessment and equal opportunity monitoring and declaration of interests form.</p> <p>Send to talent@forestr.co.uk</p>
<p>Closing date:</p>	<p>Noon, Monday 14th February 2019</p>
<p>Initial interviews:</p>	<p>Thursday 21st February, 2019</p>
<p>Final interviews:</p>	<p>Tuesday 12th March, 2019</p>
<p>Board meeting:</p>	<p>The Board will be invited to approve the appointment of the preferred candidate at its meeting on 16th April 2019.</p>
<p>Board strategy day:</p>	<p>Friday 7th June 2019</p>

CONFIDENTIAL**Equal Opportunities Monitoring and Declaration of Interests Form**

The equal opportunities information provided on this form is not used to select applicants and all applicants are judged only on their ability to carry out the post for which they are applying. To monitor the effectiveness of our Equal Opportunities Policy, we record the gender, ethnic origin, marital status and any disability of people who apply to work with CCHA. To enable us to do this, we would be grateful if you could complete this form.

The information that you provide will be kept secure and separate from your application. Only the declaration of interests will be made available to the selection panel.

If you do not wish to answer the equal opportunities and monitoring questions from 2 to 5, your application will not be affected in any way. All applicants are required to respond to questions 1 and 6.

1. APPLICANT'S DETAILS

Name	Age
Post applied for	Gender

2. MARITAL STATUS

What is your marital status? (please tick):

Single	Married	Living with partner	Divorced	Separated	Widowed

3. ETHNIC ORIGIN

Do you consider yourself to be (please tick):

Black	White	Mixed	Other (please specify)

Would you describe your ethnic origin as (please tick):

Bangladeshi	Black African	Black Caribbean	Black other	Chinese	Indian	Pakistani
British/ European	Other Asian	Other (Please specify)				

4. DISABILITY

Please provide details of any reasonable adjustments you would require if you are selected for interview.

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5. ADVERTISEMENT

Where did you hear about this vacancy? (please tick)

CCHA Website	Forest HR Website	Guardian Jobs	Inside Housing	Other (please specify)

6. DECLARATION OF INTERESTS

Are you a close relative* of a: <ul style="list-style-type: none"> • Board member? • Member of staff? • Member or employee of Croydon Churches Housing Association or Croydon Council? If Yes, please provide their name and relationship to you.	No
	Yes If Yes, please give details:
Do you or a close relative occupy a property which is owned or managed by Croydon Churches Housing Association? If Yes, and you are not the named tenant or leaseholder please specify the basis of your occupation of the property	No
	Yes – as a tenant
	Yes – as a leaseholder
	If Yes, please give details:
Are you a fit and proper person to become a Chair of the Board? The HMRC declaration requires that you are/have not been <ul style="list-style-type: none"> • Disqualified from acting as a charity trustee • Convicted of an offence involving deception (or dishonesty (or any such conviction that is legally regarded as spent) • Involved in tax fraud • An undischarged bankrupt • In compositions or arrangements with your creditors from which you have not been discharged 	Yes, I can sign an unqualified declaration No If No, please give details:

Are there any other circumstances that may have a bearing on your potential membership of the Board that CCHA should be aware of?	No
	Yes
	<i>If Yes, please give details:</i>

A close relative includes someone's husband, wife, partner, parents, grandparents, children, grandchildren, brothers, sisters, and similar relations by marriage also count as 'close'.

Failure to make proper disclosure may invalidate any appointment.

By signing this form, I give consent for my personal data contained on this form to be processed for the purpose of my application to CCHA and for statistical purposes.

I acknowledge receipt of the Privacy Notice which I confirm I have read and understood.

Signed _____ Date: _____

CROYDON CHURCHES HOUSING ASSOCIATION BOARD DATA PRIVACY NOTICE ISSUE DATE: JULY 2018

Overview

Croydon Churches Housing Association (“we” or “us”) is a data controller for the purposes of managing data associated with your role. We take very seriously our obligation to data protection and data privacy. We are committed to being transparent about how we collect and use personal data and to our responsibilities as set out in the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. We are committed to ensuring that your information is secure, accurate and relevant. To prevent unauthorised access or disclosure, we have implemented suitable physical, electronic, and managerial procedures to safeguard and secure personal data we hold.

Introduction

We have issued this notice to describe how we handle personal information that we hold about our Board Members and those who are applying to become Board Members (collectively referred to as “you”). This notice sets out the personal data we collect and process, the purposes of the processing and the rights that you have in connection with it.

Types of personal data we collect

During your term on the Board, or when applying to become a Board Member, we may process personal data about you.

The types of personal information we may process include, but are not limited to:

- Identification data – such as your name, former names, gender, photograph, CCTV video, date of birth, nationality;
- Contact details – such as home and business address, telephone/email addresses, emergency contact details.
- Employment/Directorship details – such as your current occupation, any other directorships or trusteeships, actual or potential conflicts of interest.
- Board Memberships details – such as your Agreement of Service, performance and training records, attendance records, shareholdings.
- Background information – such as academic/professional qualifications, education, skills and experience, CV, criminal records data (for vetting purposes, where permissible and in accordance with applicable law), immigration status, references.
- Next of kin & dependents information, marital status.
- Financial information – such as banking details, tax information, National Insurance Number, remuneration.

Sensitive personal data as defined by GDPR is any information that reveals your racial or ethnic origin, religious, political or philosophical beliefs, genetic data, biometric data for the purposes of unique identification, trade union membership, or information about your health/sex life. We process sensitive personal data for the purposes of equal opportunities monitoring. This data will only be collected with your express consent, which can be withdrawn at any time.

Purposes for processing personal data

Recruitment

If you are applying for a position on the Board we collect and use personal data for recruitment purposes – in particular, to determine your suitability for the role. This includes assessing your skills, and qualifications, verifying your information, carrying out reference checks or background checks and to generally manage the recruitment process and communicate with you.

If you join the Board, the data collected during the recruitment process will form part of your ongoing record.

Membership of the Board

We collect and process personal data relating to our Board Members to comply with our legal obligation and maintain good governance arrangements.

Once you become a Board Member, we collect and use this personal information in order to manage our relationship with you and to fulfil our legal and regulatory obligations. You have some obligations under your service agreement and the law to provide us with data about yourself.

We have policies and controls in place to try to ensure that your data is not lost, accidentally destroyed, misused or disclosed, and is not accessed without authorisation and only accessed or used for specific legal purposes.

Legal purposes

We will also use your personal data where it is necessary to comply with laws and regulations, for example inclusion in our Financial Statements, declarations to the Regulator of Social Housing or Companies House, tax information for HMRC, under judicial authorisation, or to exercise or defend our legal rights.

Legitimate purposes

We will collect and use personal information when it is necessary for other legitimate purposes, such as to help us conduct our business more effectively and efficiently. We may also process your personal information to investigate violations of law or breaches of our own internal policies.

Our site is protected by a circuit television (CCTV) system as deemed necessary and you should expect certain areas (other than those where use would contravene common decency) to be visible on a television monitoring system. Any information obtained from systems will be used with strict adherence to the GDPR. Information will be used for the prevention and detection of crime and to ensure compliance with our policies and procedures and our legal obligations.

Legal basis for processing personal data

Our legal basis for collecting and using the personal data described above will depend on the personal data concerned and the way we collect it. We will normally collect personal data from you where it is necessary in order to adhere to legal compliance, in order to perform a contract with you; where you have freely given consent, or where the processing is in our legitimate interest and this interest does not infringe your own interests or fundamental rights and freedoms.

Any processing based on consent will be made clear to you at the time of collection or use – consent can be withdrawn at any time by contacting the Company Secretary.

Who we share your personal data with

As Board Members, we have obligations to make some of your identification data and contact data a matter of public record. We take care to ensure that only the minimum amount of information is provided and that all disclosures are for a legitimate purpose. Your information will therefore be shared with regulatory agencies including The Regulator of Social Housing, Companies House,

HMRC and the FCA. It will also be provided on our website and in our Financial Statements.

Transfers to third-party service providers

In addition, we make certain personal data available to third parties who provide services to us. We do so on a "need to know basis" and in accordance with applicable data protection and data privacy laws.

Some personal data will be provided to:

- Payroll and any related support services (e.g. benchmarking consultants);
- Professional consultant including solicitors, governance consultant and auditors;
- Providers of Financial Services (eg banks and other lenders);
- Training and publication providers;

Personal data disclosed to third parties will be on lawful grounds, including:

- In response to lawful requests by public authorities (including for national security or law enforcement purposes)
- As necessary to establish, exercise or defend against potential, threatened or actual litigation
- In connection with the sale, assignment or other transfer of all or part of our business; or
- With your freely given and explicit consent

Transfer of personal data abroad

We may need to transfer personal data to countries outside of the United Kingdom. When we export your personal data to a different country, we will take steps to ensure that such data exports comply with applicable laws. For example, if we transfer personal data outside the European Economic Area (EEA), such as to the United States, we will implement an appropriate data export solution such as entering into contracts with the data importer that contain EU model clauses or taking other measures to provide an adequate level of data protection.

Data retention

Personal data will be stored in accordance with applicable laws and kept for as long as needed to carry out the purposes described in this notice or as otherwise required by law.

Board minutes and shareholding records are retained permanently. All other personal information will be retained until the end of your term on the Board plus a reasonable period of time thereafter. This is to enable responses to any financial or legal enquires.

For more information, please see the NHF Data Retention Guide, which outlines the data management and retention schedule CCHA follow.

Your rights

You may exercise the rights available to you under data protection law as follows:

- The right to be informed.
- The right of access.
- The right to rectification.
- The right to erasure.
- The right to restrict processing.
- The right to data portability.

- The right to object.
- Rights in relation to automated decision making and profiling.

We respond to all requests we receive from individuals wishing to exercise their data protection rights in accordance with applicable data protection laws. You can read more about these rights at:

<https://ico.org.uk/for-the-public/is-my-information-being-handled-correctly/>

To exercise any of these rights, please contact the Company Secretary.

Issues and complaints

We try to meet the highest standards when collecting and using personal information. For this reason, we take any complaints we receive about this very seriously. We encourage people to bring it to our attention if they think that our collection or use of information is unfair, misleading or inappropriate. We would also welcome any suggestions for improving our procedures.

If you want to make a complaint about the way we have processed your personal information, you can contact the Information Commissioner's Office in their capacity as the statutory body which oversees data protection law – www.ico.org.uk/concerns.

Contact details

Please address any questions or requests relating to this notice to the Company Secretary.