



# ELM Group Chair

**Candidate pack  
September 2025**



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**ELM**  
GROUP



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# 1

## Introduction



### Invitation to Become a Trustee of RLHA and ELM

On behalf of the RLHA and ELM, I am delighted to extend an open invitation to individuals who are passionate about our mission and community to consider joining us as Trustees.

Our organisation has a proud and enduring history. Founded on principles of service, stewardship, and leadership, the RLHA and ELM have grown over the years into a cornerstone of support, advocacy, and innovation within our field. Our legacy is built upon the dedication of Trustees and members who have shaped our direction and impact, ensuring that we continue to serve with integrity and vision.

Trustees play a vital role in guiding our strategic growth, upholding our values, and safeguarding the future of our organisation. By becoming a Trustee, you will join a committed and dynamic group, working collaboratively to build on our achievements and meet the challenges ahead.

We look forward to welcoming new Trustees who share our commitment and enthusiasm as together we can ensure that the RLHA and ELM continue to thrive and make a lasting difference to the community we support.

For more information about the Trustee role and how to express your interest, please contact us directly.

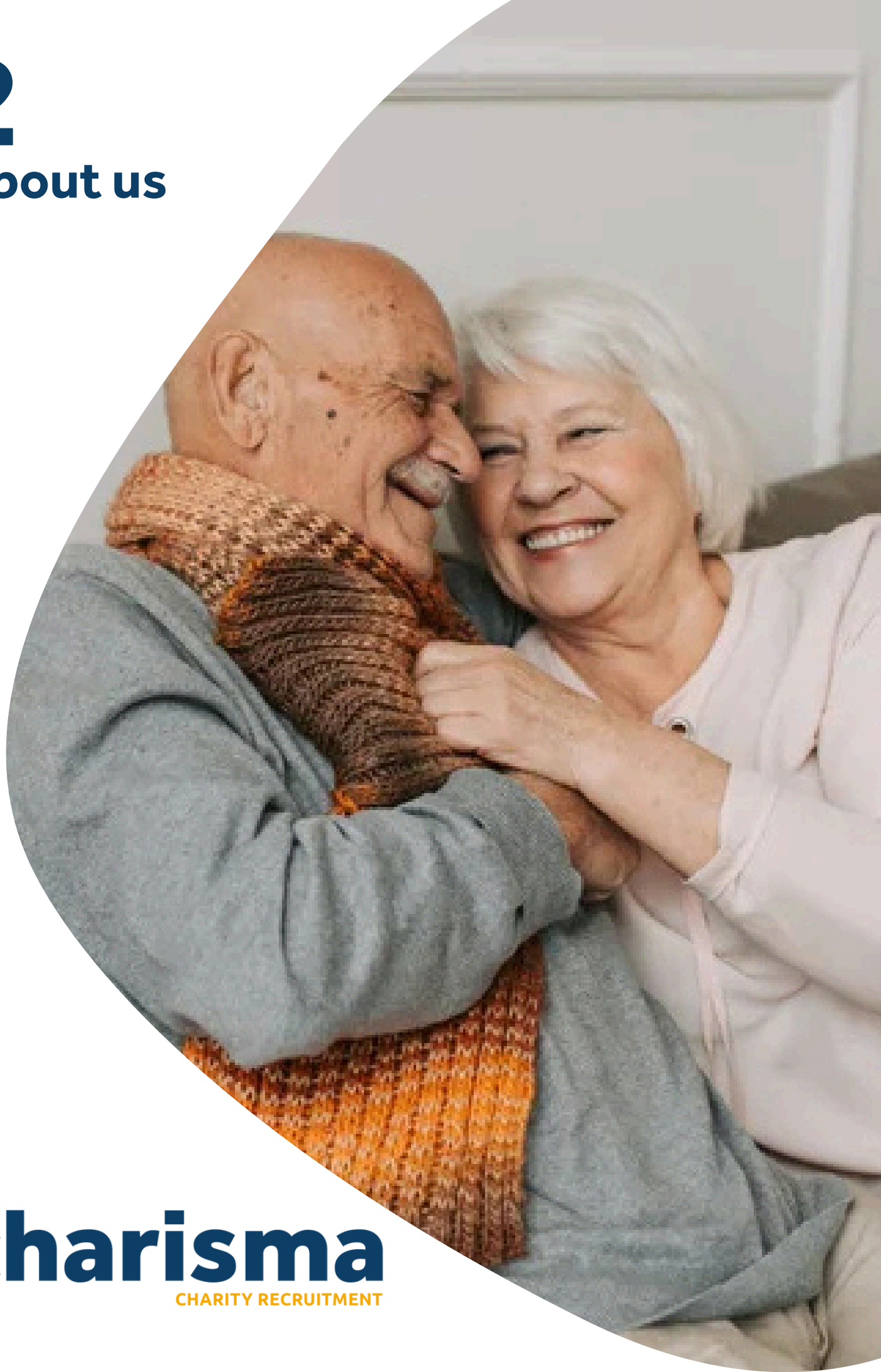
Together, we can ensure that the RLHA and ELM continue to thrive and make a lasting difference.

With best regards,

**Chairman, RLHA and ELM**

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## About us



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## The ELM Group

Our mission is to make a difference and to be ethical in everything we do.

The organisation began over 50 years ago as Retirement Lease Housing Association (RLHA) a charitable, not-for-profit organisation founded by a group of volunteers with a simple but unheard-of vision; to pioneer the development of sheltered housing for sale to people of retirement age. Today, under the umbrella of ELM Group we provide a tailored approach to all sectors of the residential property market.

With our reassuring expertise and knowledge of all aspects in property management, we offer a comprehensive, professional service to developers, private landlords, leaseholders, Right to Manage companies and Housing Associations across the South of England.

### Ethical

At all times, we act with integrity, honesty and transparency.

### Leasehold

Our knowledge and experience in the leasehold industry is first class. We are courageous in our thinking and want to set the bar for our profession.

### Management

We are committed to our customers and take the time to listen and understand what's important to each of them. We want our customers to trust and depend on us to make the best use of our time and their resources.

# 2

## About us



### Our Values

#### Keep our promises

We deliver on the commitments we make to our customers and each other, and we personally take responsibility for solving issues. We communicate simply, clearly and often and we put practices in place to ensure we can provide efficient value for money options for our customers.

#### Treat everyone as individuals

We appreciate the uniqueness of each estate, customer and team member. We are committed to taking the time to listen so we can understand what is important to each customer and member of our team. In all we do, we are approachable, helpful and respectful.

#### Strive to be the best

We love what we do and we always look at how to improve things, and learn from our mistakes. Our standards, knowledge and attention to detail are first-class. We are courageous in our thinking and we strive to set the bar for our profession.

#### Do the right thing

At all times we act with integrity, honesty and transparency. We want our customers to trust and depend on us to make the best use of our time and their resources.

**We are proud to be one of the  
UK's leading leasehold management companies,  
managing retirement communities  
across the South of England.**

# 2

## About us



### Our story

Sheltered housing for rent was widely available, but our founders wanted to introduce the concept to those who valued owning their own property and saw the benefits of a purpose-built Estate, with onsite support from an Estate Manager.

Many of our old-fashioned values are upheld in the way we work today, and we live this ethos through 'The ELM Way', continually striving to be innovative in an ever-changing industry.

Under the umbrella of ELM Group we provide a tailored approach to all sectors of the residential property market. Delivering on our promise of service excellence through an honest, upfront, and ethical approach to property management.

We originated in 1971 as Retirement Lease Housing Association (RLHA), a charitable organisation founded by a group of volunteers with a shared vision - to pioneer the development of sheltered housing for sale to people of retirement age.

### What makes us different?

- Commission free
- No hidden costs
- Open and honest
- Over 50 years' experience
- Professional service
- Tailor made solutions

# 2

## About us

### The ELM Way

In 2015 our current CEO Lorraine Collis introduced her progressive business plan 'The ELM Way' which has resulted in a business wide improvement in ELM's working environment and employee/customer satisfaction. It sets the bar for our level of service and gives us something to live up to. In 2016 'The ELM Way' training programme was shortlisted as a finalist by the CIPD in their people management awards.

We appreciate the uniqueness of each estate, each customer and each team member. We are committed to our customers and take time to listen and understand what's important to each of them. In all we do, we are approachable, helpful and respectful.



We deliver on the commitments we make to our customers and each other, we personally take responsibility for solving issues. We communicate, simply, clearly and often. We always look for efficient value for money options.





## Our services

We provide a tailored approach to all sectors of the residential property market.

### Customers

Valued by our leaseholders for our inclusive retirement communities which support independence. We offer a selection of guides and useful links which should provide simple guidance for both existing customers and those considering becoming a leaseholder.

### Developers & Landlords

With over 50 years of experience in the industry, we are aware of the issues developers and builders often face and can offer expert advice. Our involvement often begins well in advance of the planned handover, working with developers to create a comprehensive budget estimate and management proposal. We liaise directly with solicitors as necessary and supply information packs to prospective purchasers.

### Housing Associations

We are relied upon by housing associations to ensure they meet statutory obligations. Most housing associations do an excellent job of managing large social housing stock. Where issues can arise however, is when they look after small portfolios of leasehold properties. As a result, residents in these homes may end up feeling second best – or worse still – constantly having to fight to be recognised as different from social tenants.

At ELM Group, our people and our systems are set up specifically for leasehold management. We offer a unique service to Registered Social Landlords (RSL's) and Registered Providers (RP's) enabling them to meet all their statutory obligations. An example of this is where housing associations have successfully transferred their leasehold stock entirely to us, while retaining overall control.

### Right to Manage (RTM)

We are entrusted by resident associations across the UK to manage their retirement properties. We act for RTM Managers for leaseholders on many developments.

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## Job description



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## Chair of the Board

### Commitment to the Cause

- A genuine interest in and commitment to the Not for Profit organisations' values, mission, and the issues it addresses.

### Understanding of Trusteeship

- Knowledge of and acceptance of the legal duties, responsibilities, and liabilities of a trustee.

### Integrity and Judgement

- The ability to exercise sound, independent judgement, act with integrity, and uphold the [Nolan Principles](#) of public life (selflessness, integrity, objectivity, accountability, openness, honesty, and leadership).

### Strategic Thinking

- The capacity for high-level strategic thinking, vision, and the ability to contribute to policy and strategic planning.

### Teamwork and Communication

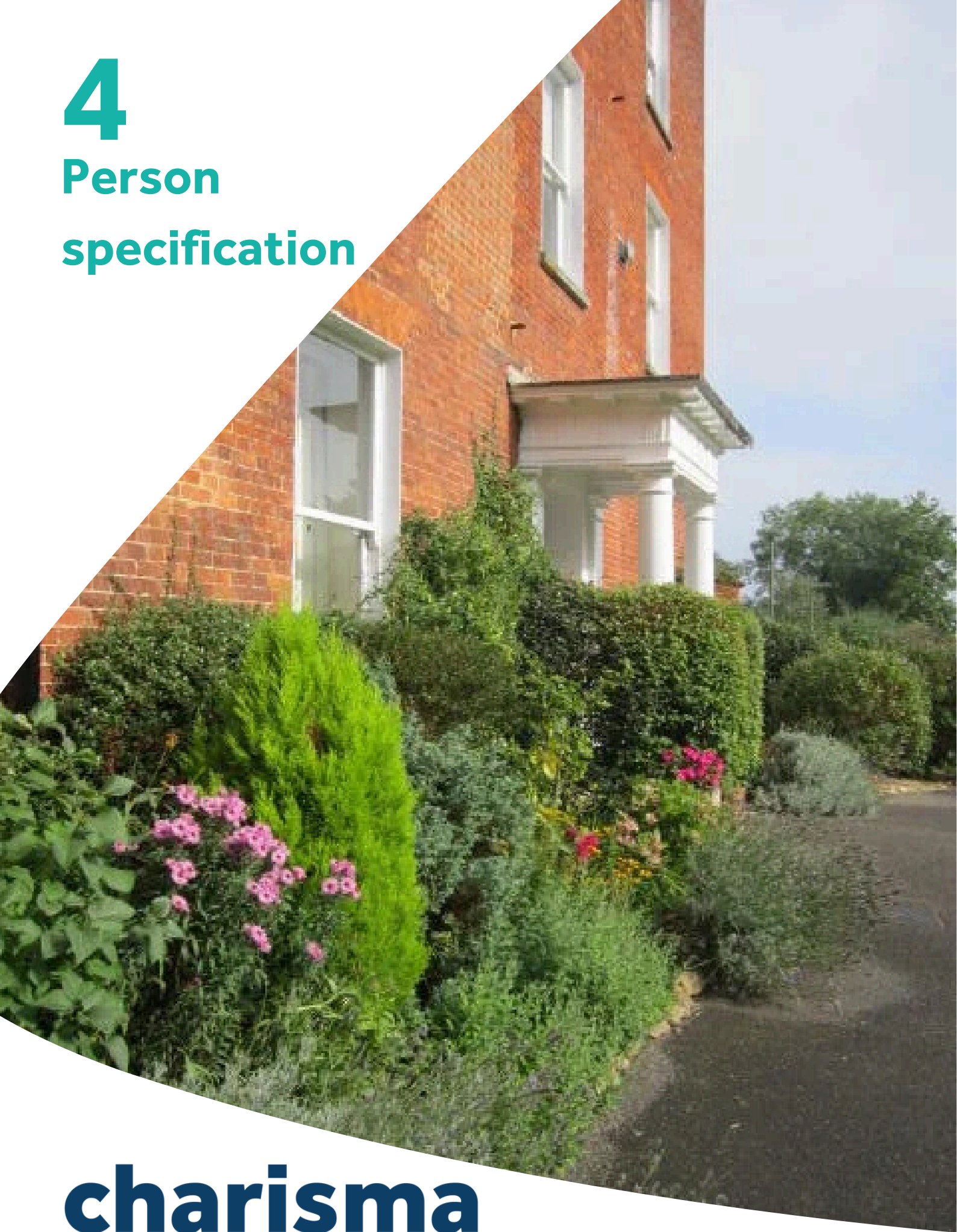
- Strong interpersonal, communication, and relationship-building skills, with the ability to listen, welcome alternative views, and work effectively as part of a team.

### Governance Skills

- An understanding of good governance principles and a commitment to implementing high standards.

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## Person specification



# 4

## Person spec



### Essential Considerations

#### Availability

- A commitment to dedicate sufficient time to fulfil the role, which may include attending meetings or events outside of standard working hours.

#### No Disqualification

- The candidate must not be disqualified from acting as a trustee, which can result from certain financial crimes or serious breaches of trust.

#### Conflict of Interest

- A willingness to declare any existing or potential conflicts of interest.

### Valuable Skills & Experience

#### Financial Acumen

- Business and financial acumen, including experience with financial management, preparing accounts, or advising on financial strategy.

#### Not for Profit organisation -Specific Knowledge

- Experience in Not for Profit law, governance, and fundraising. (Training can be provided)

#### Management Experience

- Skills in leadership, management, strategic planning, or the management of change within an organisation.

#### Data & Evaluation

- Ability to critically assess complex information, interpret management information, and monitor and evaluate performance.

#### Diversity and Inclusion

- A commitment to equity, diversity, and inclusion (EDI) principles.

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## Person spec



### Time commitment

The Board meets 9 times annually, meeting on the second Monday morning of each month except for June, August, and December. The Board is composed of five Members and two Leaseholder Board Members. These meetings take place at our Head Office in Frimley.

In addition, we hold an extended off-site meeting known as Strategy Day, typically scheduled in October, which requires full-day attendance.

An annual staff conference is held, to which Board members are invited. This typically includes a dinner on the evening before, an overnight stay, and a one-day conference the following day.

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## How to apply



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# 5

## How to apply



ELM Group are working exclusively with Charisma Charity Recruitment.

Expressions of interest for this unremunerated role should be submitted through the [Charisma website](#), and include:

- A comprehensive CV
- A supporting statement, explaining how you believe you match the requirements of the role and describing any potential conflicts of interest.

For an informal and confidential discussion about the role, please contact:

Sandra Smith, Associate Director of Charisma Charity Recruitment on 01962 813300 or email [info@charismarecruitment.co.uk](mailto:info@charismarecruitment.co.uk).

Charisma welcome and encourage expressions of interest from people of all backgrounds. We do not discriminate on the basis of disability, race, colour, ethnicity, gender, religion, sexual orientation, age, veteran status or other category protected by law.

**Closing date: 2 November 2025**

**Charisma interviews must be completed by 6 November, prior to shortlisting on 7 November 2025**

**Interviews with ELM Group: w/c 10 November 2025 TBC**





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