



Islington & Shoreditch
Housing Association

Board Member



Recruitment Pack

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Welcome

Dear Candidate,

Thank you for your interest in joining the Board of Islington and Shoreditch Housing Association (ISHA). We are delighted that you are considering contributing your skills, insight, and passion to our work. With over 90 years of history, we remain firmly committed to meeting the needs of the diverse communities we serve in Hackney, Islington, and Waltham Forest.

ISHA is unique in its community-focused approach and its commitment to neighbourhood-based services. We currently manage more than 2,300 social and affordable homes and more than 400 leasehold properties. This breadth of services ensures that we provide housing that meet a range of needs while fostering strong, vibrant communities.

This is an exciting time to join us. With our new Chief Executive Pippa Fleetwood-Read joining us in late 2025, we are continuing to build on our proud legacy of delivering high-quality, affordable homes in North and East London.

As a result of planned Board succession and the completion of current members' terms of office, we are excited to be seeking to appoint three new Board members to join our inclusive and collaborative Board. For these roles we seek candidates with experience gained in the social housing sector in the following areas:

Role 1: Strategic asset management. You will bring a broad perspective on the strategic management of housing assets, including financial performance, alongside familiarity with current legal, regulatory and building safety requirements.

Role 2: Business performance. You may bring a corporate services background or similar, and will have experience of overseeing and driving business performance across a range of functions and a good understanding of risk management and internal controls is desirable.

Role 3: Housing services. Experience gained either as a social housing resident or through delivery at a senior level of housing services to tenants.

We welcome applications from experienced and new Board members alike. We do expect our new Board members to share both our deep commitment to our tenants and customers, and to continuing the positive, inclusive culture and values we hold dear at ISHA.

Thank you once again for taking the time to explore these opportunities. I hope the information in this pack inspires you to take the next step, and I very much look forward to the possibility of working with you.

Warm regards,



Bob Heapy
Chair



About ISHA

Islington and Shoreditch Housing Association (ISHA) is a community and neighbourhood-based housing organisation, managing and developing quality affordable housing for people in North and East London and building homes in Hackney, Islington and Waltham Forest. ISHA is a registered society under the Co-operative and Community Benefits Society Act 2014.

ISHA is smaller and more local than many other housing associations operating in London. The roots of ISHA go back to 1933 when we were involved with tackling slum clearance, poverty, overcrowding, ill health and high rents. Today we employ 90 staff and have over 2,300 social and affordable homes.

We work in close co-operation with our local authorities, the Regulator of Social Housing, the Greater London Authority (GLA) and other local housing associations, including Black and minority ethnic, special needs Housing Associations and co-operatives. Investment in development is provided by the GLA. ISHA leads the North River Alliance (NRA), which is a consortium of North and East London community-based housing associations.

We have a G1 Governance rating and V2 Financial Viability rating from the Regulator of Social Housing.

We currently have three Board committees – Audit & Risk, Property Investment and People. They focus on supervision and monitoring, policy, risk and financial control. Board Members normally sit on at least one committee as well as the Board.

Our resident scrutiny panel is also a formal part of our governance structure and reports to the Board twice per year. It works jointly with residents, staff and Board members to challenge ISHA's services and achieve positive outcomes for the benefit of ISHA and its residents.



Our Strategy

New board members will be joining the association at an exciting time. From April 2026, we launch a new corporate strategy with a refreshed mission and values and targeted activities which are focussed on delivering high quality homes and services for our residents. Our 2026-30 strategy has two overarching themes: People (residents and colleagues) and Place (homes and communities). Underpinning these themes are firm foundations of strong financial resilience and governance and improving our systems, data and performance monitoring.



People: residents

To fully understand our residents so we can properly tailor services, support them to sustain their tenancies and thrive in their communities

To improve our core services for all residents so they can enjoy their homes



People: colleagues

To invest in colleagues and culture to attract, retain and develop a cohesive team

To enhance our approach to performance management.



Place: homes

To provide safe and well-maintained homes with a trusted responsive repairs service.

To progress the energy efficiency of our homes to be more affordable for residents

To build quality, affordable new homes in our heartlands.



Place: communities

To maintain and enhance communal and shared spaces.

To tackle ASB and hate crime sympathetically and effectively.

To work to understand our communities to develop and deliver our strategic aims around place and community investment.

To build trusted local, regional and national partnerships to deliver more.

Our mission:

To provide high quality homes and services and contribute to thriving communities.

Our values:

Professional

Motivated to deliver

People focused

Compassionate

We live by our values and are proud of the diversity of our communities. We strive to create spaces where residents can live happily, feel included, be respected and be themselves. We are committed to providing secure, welcoming, and friendly environments and communities, free from racism, sexism, sexual misconduct, violence, bullying, and any form of sexual, physical, verbal or emotional abuse by staff, residents, contractors, or stakeholders, either in person or online.



Our Board



Robert (Bob) Heapy

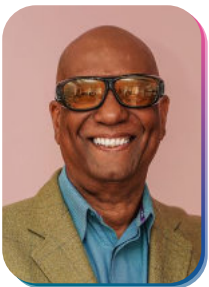
Chair

Bob Heapy joined the board in June 2025 as Chair designate and became Chair of ISHA's Board at the AGM in September 2025.

Bob's extensive biography includes CEO roles, directorships and board roles. He has held significant positions in the housing sector for more than 25 years, including with Quartz Housing Ltd, Town & Country Limited and Peabody Trust.

He is eager to work closely with our residents, build on ISHA's successes, and shape a bright future.

Committee membership: People, Property investment.



Alwyn Lewis

Chair of Property Investment Committee

Alwyn Lewis is the former Chief Executive of Hornsey Housing Trust and has had a 40-year career in the third sector.

He has a track record in social housing and a reputation for putting tenants first and for making things happen. He was attracted to the role at ISHA because of our strong social purpose, our desire to deliver high-quality services and to positively effect social change, especially with ethnically diverse communities who experience social and economic disadvantages.

Alwyn shares ISHA's vision to working with us and residents to co-create homes and communities where everyone can flourish.

Committee membership: Property investment, People.



Jonathan Bunt

Chair Audit & Risk Committee

Jonathan is a qualified accountant and public finance expert. He worked in finance for local authorities for around 17 years, including as Chief Finance Officer and Strategic Director of Finance and Investment at the London Borough of Barking & Dagenham.

Jonathan has held numerous non-executive Director roles, including Vice Chair and Chair of the Treasury Committee at Golden Lane Housing, Chair of Audit and Risk at Broadway Living Ltd, Christian Action Housing Association, and Barnsbury Housing Association, where he previously chaired the Asset Management Group. He also co-founded and is a Director of Beehive Affordable Homes, acquiring housing association homes for lease to local authorities at affordable rents. Since 2017 he has been a consultant, advising local authorities on new affordable housing vehicles, capital planning and financial modelling.

Committee membership: Audit & risk.



Justin Fisher

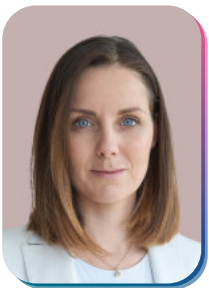
Senior Independent Director, Chair of People Committee

Justin has worked in the social housing sector for 27 years, specialising in IT and asset management within the housing sector, but also in other areas such as highways, infrastructure and environmental services.

He has consulted and worked with over 100 housing providers in the last 15 years, including a diverse group of social landlords. He was previously a Board Member for seven years for an award-winning rural specialist provider in Lincolnshire.

He is currently the Product Owner for a software system that manages over 1m social homes for around 200 housing providers. Prior to that he worked as a housing, assets and IT consultant, and in 2018 spent eight months working with The London Borough of Barking and Dagenham on their new IT implementation and their asset management strategy.

Committee membership: Remuneration, Property investment.



Alison Hatcher

Alison Hatcher is an independent pensions consultant and professional trustee. She previously served as CEO of HSBC Retirement Services Limited and Head of Global Pension Strategy Corporate Clients. Alison is one of the founders of Women in Pensions, an industry group that supports women. She is an active participant in the pensions and retirement markets, speaking at conferences.

Alison sits on the Pensions Regulator's Board and has previously served on the Pensions and Lifetime Savings Association's Board. She is also a member of the investment subcommittee for Warwick University.

Committee membership: Audit & risk.



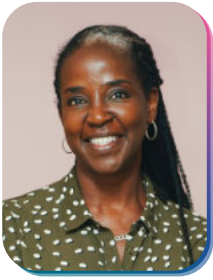
Gemma Colby

Gemma Colby is Head of Customer Experience (CX) at First Central Insurance Group, where she leads the CX team to design and deliver the business-wide CX strategy, bring the customer's voice to life, and lead improvement of the end-to-end (E2E) customer experience. She is an experienced Customer Service and CX professional and award-winning CX Leader.

Gemma joined the Board in September 2022. She sees it as a great opportunity to transform lives and is excited to contribute to an organisation that has ambitious plans with a social purpose.

Gemma is passionate about customer experience and using it to deliver amazing end-to-end experiences. She feels it is a great time to join our Board, help us deliver our strategy and transform our service delivery to change people's lives for the better.

Committee membership: People, Board member responsible for complaints.



June Riley

June began her training in accountancy by entering the NHS as a graduate trainee shortly after leaving University. She is a qualified accountant and completed an accredited MBA with Manchester Business School to add value to her career as an accountant.

June has worked in housing for almost 20 years and was a Finance Director in a housing association managing over 17,000 homes. She is now a Group Finance Director in one of the largest mental health charities in the country.

June has served in a voluntary capacity on several Boards, including Newham Homes Ltd, which was managing over 27,000 homes. She has previously served as a Non-Executive Director on the Barnet Homes Group (TBG) board for seven years, where she also held a Senior Independent Director (SID) role.

Committee membership: Audit & risk.

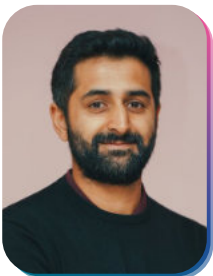


Mohammed Baporia

Mohammed is a family member of an ISHA shared owner. Like Daven, his personal experience inspired him to apply for a board member role. Mohammed is keen to give back to the community and help ISHA to deliver quality and truly affordable housing to those that need it most. He also aims to ensure the high standards set by ISHA's Board are being met.

Mohammed is a qualified accountant and tax manager working for a UK real estate investment trust.

Committee membership: Audit & risk.



Daven Masri

Co-opted Property Investment Committee member

Daven is an ISHA leaseholder. Owning his own home improved his life so much that he was inspired to apply for a Board Member role to ensure that others could continue to benefit from the same opportunity. He hopes that his perspective will serve the Board well and lead to more affordable homes that enrich the communities ISHA operates within.

An environmental engineer for more than 10 years, Daven is a Founding Director at Wave Consulting Digital Engineers which focuses on Building Information Modelling (BIM) and environmental design. Daven served on ISHA's board for five years before moving abroad. He continues his work as a co-opted member of the Property Investment Committee.



Elaine Holder

Resident Associate Board Member

Elaine Holder currently works for the NHS in Corporate Governance. She brings extensive experience in governance, regulation, and customer-focused improvement to her role as a Resident Associate Board Member. Before joining the NHS, Elaine spent more than 20 years working in banking and financial regulation,

Elaine has been an ISHA resident for more than 20 years and is deeply committed to ensuring that residents' voices influence decision making. As a former member of the ISHA Scrutiny Panel, she contributed to significant improvements across the organisation, particularly in repairs, customer services, and procurement. Her work on the panel helped drive positive changes that strengthened service quality and responsiveness.

Elaine brings a unique combination of professional governance experience and long-standing resident insight to the Board. She is passionate about advocating for her community and ensuring that ISHA continues to deliver high quality, resident centred services.

Our Leadership Team



Pippa Fleetwood-Read
Chief Executive

Pippa has spent 20 years dedicated to providing quality homes and places, reducing homelessness, supporting vulnerable people and empowering communities.

From her first full time job working with residents on a regeneration project in Lewisham to her previous role as Managing Director at another housing association, she has supported community-based action.

She is passionate about what can be achieved when residents and local associations work together in their communities. Pippa wants to continue to evolve our mission to deliver safe homes, quality places to live and to continuously improve the service we provide to our residents.



Jerome Geoghegan
Deputy CEO and Director of Development and Building Safety

Jerome joined ISHA as its Director of Development in April 2024, bringing with him more than 35 years of experience in the development and real estate industry, covering all residential tenures.

His extensive background spans mixed-use urban schemes, partnerships and joint ventures, regeneration, strategic land, and affordable housing.

Jerome has held executive and board director positions in both the Registered Provider and private sectors and has also managed his own consultancy business for a time.

With a strong track record in delivering new homes, particularly in London and the southeast, Jerome has established and maintained numerous partnerships, supporting others in their endeavours to create new housing opportunities.

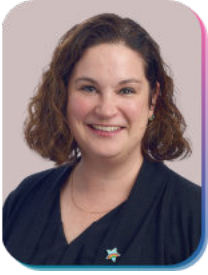


Mike Finister-Smith
Interim Finance Director

Mike has had many years of experience as a specialist social housing finance expert, working as part of leadership teams for a variety of organisations. Before that he has also worked as a lead advisor on several large-scale voluntary transfers of council houses from local authorities to newly created registered social housing providers and has over 20 years local authority finance experience.

Mike is also on the boards of two other social housing providers, being Chair of Audit and Risk at Trent and Dove Housing in Staffordshire and part of the Customer Focus Committee at Ongo Homes in Lincolnshire.

Mike enjoys watching football, travelling and spending time with his family. He is also a Pets as Therapy volunteer and takes his two dogs to visit to schools, universities and care homes.



Thea McNaught-Reynolds
Director of People and Performance

Thea joined ISHA at the end of 2021 as the Head of Communications and Involvement and was delighted to become Director in 2023.

She brings over 20 years of strategic communications experience, influencing audiences and delivering behaviour change outcomes in the public and private sectors, including leading high-profile marketing campaigns for PwC.

With her strong interest in diversity and inclusion, she incorporates her values into everything she does and is passionate about creating spaces where people can thrive.

Taking on responsibility for People and Culture in combination with Communications, Resident Involvement and Complaints at ISHA is a natural extension of her people focus and strengthens ISHA's commitment to compassion and respect in all we do.

Thea is the senior executive responsible for complaints and for ensuring compliance with the consumer standards.



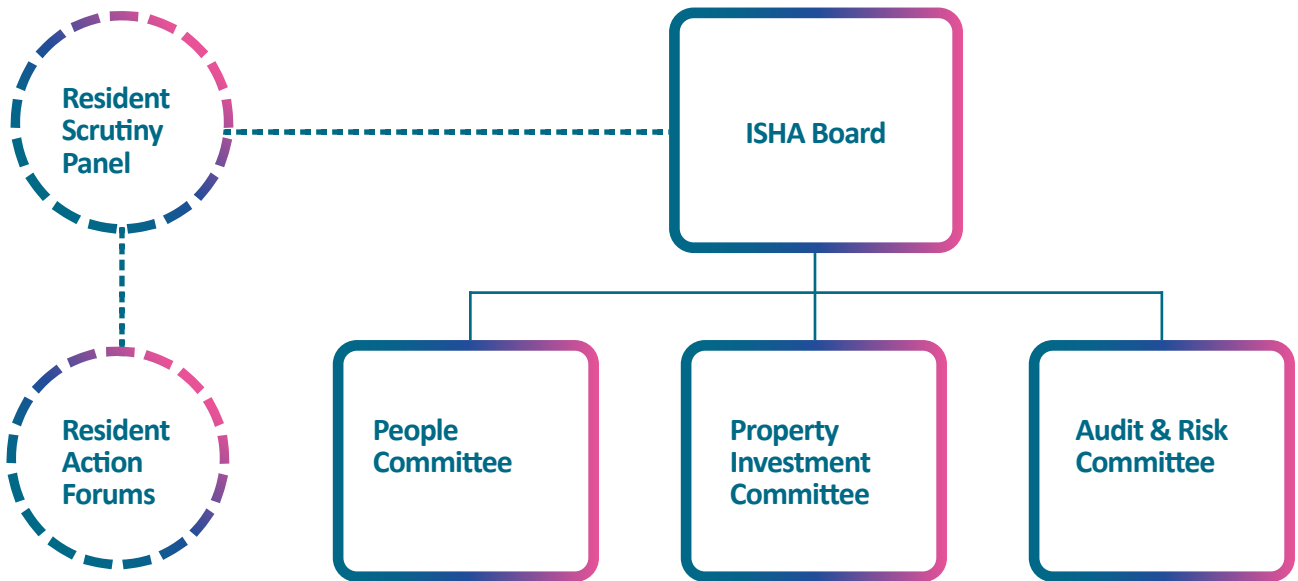
Jo Ellis
Interim Director of Housing & Neighbourhoods

Jo joined ISHA as Interim Director of Housing and Neighbourhoods in November 2025.

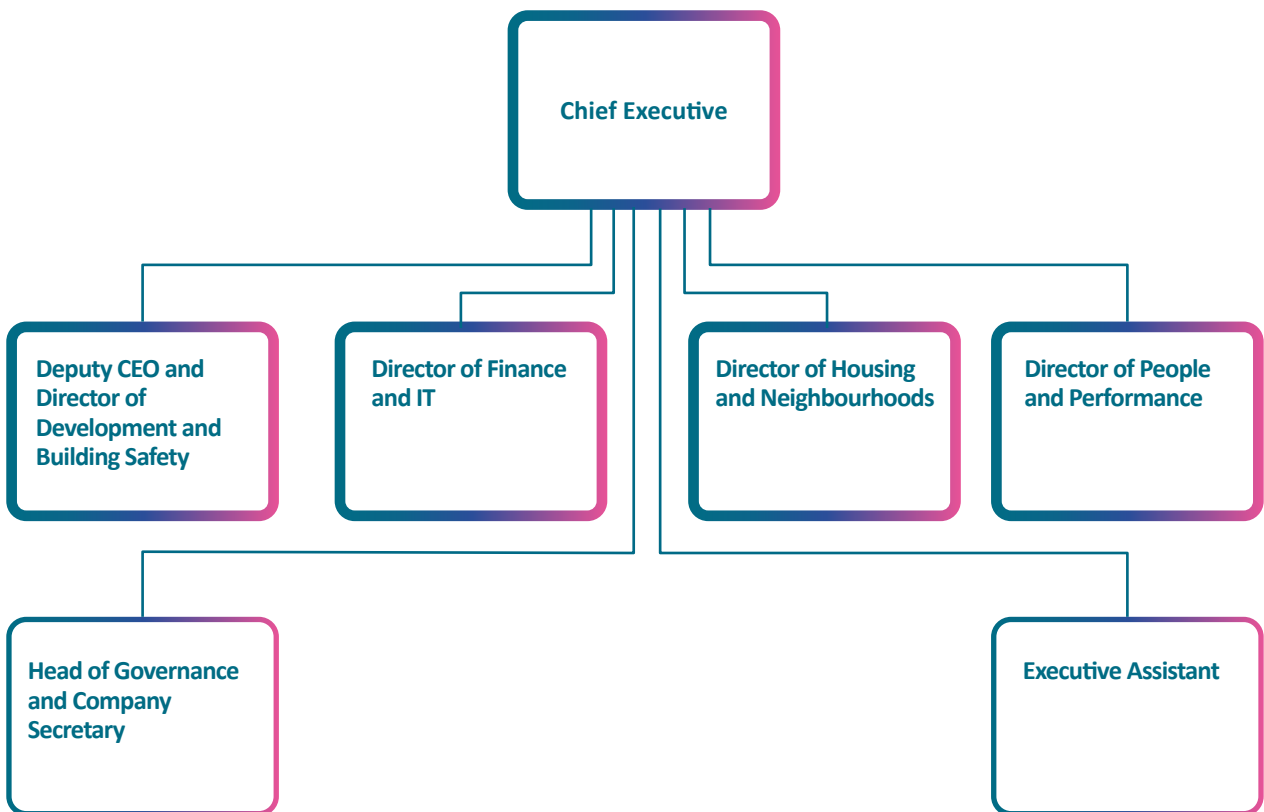
Jo's passion is for inclusive leadership and a commitment to improving lives through housing, care, and community investment. She does so with more than 35 years' experience as an executive and non-executive leader in the UK social housing sector. She is the Owner and Director of G&A Consulting Ltd, where she brings strategic insight, commercial acumen, and a deep commitment to social purpose to organisations across the housing and care landscape.

Jo's career spans senior leadership roles in housing associations, ALMOs, and charitable organisations, as Executive Director of Operations at Town & Country Housing (part of the Peabody Group), and Chief Executive of Eastbourne Homes Ltd. Her leadership has driven transformational change, improved service delivery, and strengthened governance across complex, regulated environments.

ISHA Governance Structure



Leadership Team and CEO Directorate



Role Profile

Purpose of the role

To effectively contribute to ISHA's board and the delivery of its strategic objectives whilst upholding the values of the organisation.

Collective Responsibilities of all Board Members

The Board's overall purpose is to set and ensure the organisation upholds its values, vision, mission and strategic objectives for long term viability and success. Its functions and responsibilities are set out in its Terms of Reference.

All Board members share the same legal status and have equal responsibility. Board members are expected to utilise their individual skills and experience to contribute to an effective Board. ISHA's definition of an effective Board is one that *successfully delivers ISHA's strategic objectives with high levels of tenant satisfaction, whilst adhering to relevant law, regulation and the organisation's governing documents plus safeguarding the assets of the association and the good reputation of the sector.*

Individual Accountabilities

Board members are expected to ensure that they understand the constitutional and legislative framework as it applies to the organisation, and act within its powers, as well as uphold ISHA's Code of Governance.

Members must demonstrate accountability, contributing to and sharing responsibility for the board's decisions, including its duty to exercise reasonable care, skill and independent judgement. They must act in the best interests of the association at all times, avoiding conflicts of interest.

The Board leads by example, promoting and upholding values and standards of behaviour for the whole organisation. Individual Board member behaviour has a significant influence on the reputation of the organisation, the confidence and trust that its customers, funders and other stakeholders have in it and the working relationships and morale within it. All board members are expected to uphold ISHA's Code of Conduct and maintain high standards of probity.

Key responsibilities

1. Work within ISHA's strategic objectives and its vision and values.
2. Work with, support and challenge the relevant members of the Leadership Team to achieve these objectives.
3. Work within the terms of reference for the relevant Committee or Board, contributing to and sharing responsibility for the decisions taken, including its duty to exercise reasonable care, skill and independent judgement.
4. Ensure that ISHA operates effectively, efficiently and economically.
5. Ensure that ISHA complies with legal and regulatory requirements and that an effective risk management and internal controls framework is maintained.
6. Ensure that the interests and needs of ISHA residents are considered in all matters.
7. Measure and review performance regularly and make recommendations for improvement where appropriate.
8. Promote openness and transparency in dealings with all stakeholders.
9. Contribute to setting a positive culture, with strong customer focus, which embeds equality, diversity and inclusion in the organisation and in Board decisions.
10. Uphold and act in accordance with ISHA's policies, Code of Governance and Code of Conduct.
11. Be well prepared, attend meetings, training sessions and other events, respond promptly to emails.
12. Be well informed on the key issues considered at the Board or Committee through appropriate background reading, training and development and attend and participate in reviews linked to individual, committee and board performance.
13. Ensure that the Board or Committee has the capacity and commitment to carry out its role.
14. Act as an ambassador for ISHA.

No NED role profile can cover every issue which may arise. As such, the postholder is expected to be flexible in carrying out the role requirements.

Person Specification

For these three specific vacancies

We seek experience of social housing across the following areas for these three roles:

- 1. Strategic asset management.** You will bring a broad perspective on the strategic management of housing assets, including financial performance, alongside familiarity with current legal, regulatory and building safety requirements. This role will sit on the Property and Investment Committee.
- 2. Business performance.** You may bring a corporate services background or similar and will have experience of overseeing and driving business performance across a range of functions. This role will sit on the Audit and Risk Committee, and a good understanding of risk management and internal controls is desirable.
- 3. Housing services.** Experience gained either as a social housing resident or through delivery at a senior level of excellent housing services to tenants. This role will sit on the Audit and Risk Committee.

Experience and knowledge

- Demonstrates appreciation of community needs. Insight into the needs of North and East London's diverse communities specially would be advantageous.
- Has governance experience and an understanding of good governance principles.
- Experienced at contributing to debate that leads to decision-making.
- Commitment to diversity, equity, and inclusion.
- Commitment to purpose of social housing and regeneration, able to champion its impact.

Skills and abilities

- Good communication skills; listens to others and can make contributions to a debate.
- Buys into team spirit, works collaboratively with others.
- Ability to think creatively and apply this to the challenges and problems encountered by the organisation.
- Willingness to speak your mind while maintaining tact and diplomacy.
- Is IT literate, used to working with electronic information and across digital platforms.

Personal attributes and behaviours

- Brings flexibility and adaptability to your work.
- Is professional in your dealings with others.
- Acts with integrity.
- Is comfortable in being held to account.
- Dedication to the mission and values of ISHA, with a genuine passion for making a positive difference in the lives of residents and communities.
- Has the necessary time commitment and capacity for the role, including a willingness to invest time and energy in your own development.

Terms and conditions

Remuneration

Remuneration for board member roles is £4,000 per annum, including any committee memberships. Reasonable expenses will be reimbursed.

Time commitment

Equivalent to an average of one day per month, to include Board meetings, preparation and additional duties as required as part of the role.

The board and committee meeting cycle is set by the board each September for the following year and currently includes 5 evening meetings per year for Board meetings plus up to 4 evening meetings per year per committee, 2 Board away days, the Annual General Meeting of Shareholders (AGM) and time to prepare for meetings.

Period of appointment

Board members are usually appointed for a three-year term initially, potentially renewable once to a maximum of six years.

Location

Committee meetings are hybrid, and Board meetings are a mix of hybrid and in-person at our offices: 102 Blackstock Road (Nr Finsbury Park), London N4 2DR.

Equality, Diversity, and Inclusion statement

We expect all ISHA's staff, residents, and stakeholders to be treated equitably and with respect in their dealings with us.

We will be inclusive and reflect the rich and diverse communities we exist to serve.

We will work to earn the trust and confidence of staff, residents, and stakeholders that they can expect – from us and our contractors – respect, fairness, and equitable treatment.

Key dates and the selection process

Closing date: 9am, Tuesday 5th May 2026

The meeting to agree longlisted candidates will take place w/c 11th May. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: 15th, 19th and 20th May 2026

Longlisted candidates will be interviewed by a Campbell Tickell panel. First interviews will be held online.

Final interviews:

Shortlisted candidates will be invited to the following:

Stakeholder sessions (online): w/c 8th June

- Strategic asset management role: a meeting with a group of residents.
- Business performance and Housing services roles: a meeting with members of the ISHA executive team.

Final interviews:

- Strategic asset management role **Monday 15th**
- Business performance and Housing services roles: **Monday 15th and Tuesday 16th June 2026**

These will take place in person at ISHA's office, and the interview panel will be led by Bob Heapy, Chair. Jim Green from Campbell Tickell will also be in attendance.

Board & Committee Meeting Cycle 2026-27

All meetings take place on Wednesdays at 6pm and are hybrid unless otherwise noted

	Board Meetings	Board Away Days	Audit & Risk	People	Property Investment
April					
May			13 th	13 th	20 th
June	*3 rd				
July	*29 th		15 th		
August					
September	16 th (Board) *23 rd (AGM)				
October			28 th		
November		Residential 13-14 th Nov (Fri/Sat)			18 th
December	2 nd				
January		Sat 29 th			
February			10 th		24 th
March	24 th			3 rd	

Board holiday time: 1-9 October 2025 (7 work days) and 4-28 January 2027 (19 work days),
1-2 February 2027 (2 work days)

*Denotes attendance in person

How to Apply

Thank you very much for your interest in these Board member posts at Islington and Shoreditch Housing Association (ISHA). On the following pages, you will find details of the roles and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and roles. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what ISHA is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;
- A personal statement. In the statement, we want to hear about your motivation, why this role/organisation, and you will also want to evidence how relevant your offer is to the role profile and person specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The roles close at 9am, Tuesday 5th May 2026. Please ensure we receive your application in good time.

Do contact me if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Bill Barkworth

Bill Barkworth
Senior Associate Consultant, Campbell Tickell
bill.barkworth@campbelltickell.com
07706 369273



**Islington & Shoreditch
Housing Association**

Board members x3

£4,000 | London

At ISHA, community and neighbourhood mean everything to us, and our roots run deep in the areas of North London that we serve. Founded over 90 years ago, we provide around 2,300 homes for over 5,000 people across Islington, Hackney, and Waltham Forest and continue to build on our history of service by offering a wide range of housing choices.

With some of our current Board members reaching the end of their term, we are excited to be seeking three new individuals to join our inclusive and collaborative Board. For each of these roles we seek candidates with experience gained in the social housing sector in one of the following particular areas:

Role 1: Strategic asset management. You will bring a broad perspective on the strategic management of social housing assets, including financial performance, alongside familiarity with current legal, regulatory and building safety requirements.

Role 2: Business performance. You may bring a corporate services background or similar and will have experience of overseeing and driving business performance across a range of functions.

Role 3: Housing services. Experience gained either as a social housing resident or through delivery at a senior level of excellent housing services to tenants.

We welcome applications from experienced and new Board members alike and we are seeking individuals who bring not only relevant skills and experience, but also sound judgement, integrity, and a genuine commitment to our mission. We value diversity of thought and background, and we are particularly keen to ensure our Board reflects the communities we serve.

You will be joining a committed Board that values openness, respect, and thoughtful debate, and you will have the opportunity to contribute meaningfully to the future of the organisation and to the lives of our residents. If you share our passion and belief in what can be achieved by an independent, local and community-based housing provider, please take the opportunity to find out more about us and what we believe is a very special organisation.

Closes: 05 May 2026

You can download a job pack at www.campbelltickell.com/jobs

Email Bill Barkworth at Campbell Tickell to book a call for further discussion.

bill.barkworth@campbelltickell.com | 07706 369273

CAMPBELL
TICKELL

Contributing to thriving communities





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Islington & Shoreditch
Housing Association