

CAMPBELL
TICKELL



Chair Designate

Recruitment Pack | April 2026



Your application

Thank you for your interest in the role of Chair at Newlon Housing Trust.

On the following pages you will find details of the role and the selection process to assist you in completing and tailoring your application. You will no doubt do your own due diligence but please read this pack carefully as it will provide you with an overview of the organisation and role.

To apply, we will need the following from you:

- **A CV.** Make sure this confirms your current/most recent roles, including any NED posts (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.** 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 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 role closes at 9.00am on Tuesday 12th May 2026. Please ensure we receive your application in good time.

We are happy to have a preliminary discussion. Please send an email at the addresses below and we can arrange a time to speak.

Kind regards,

Bill Barkworth

Bill Barkworth | Senior Associate Consultant
bill.barkworth@campbelltickell.com
07706 369273

Jim Green

**Jim Green | Head of Executive Search
and Selection**

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Welcome Letter

I'm delighted that you are looking at this exciting opportunity to become the Chair of Newlon. We are a firmly values-driven charitable, not-for-profit housing association deeply rooted in our communities in north and east London, with a with a commitment to supported housing and care through our specialist provider Outward. There is more demand than ever for the homes and services we provide, and the Chair of our Board plays a critical role in leading the good governance and strategic conversation that allow us to deliver for those we serve.

Our current Chair, Aman Dalvi has reached the end of his term. Under his leadership the Board has strengthened its values and sharpened our focus on residents and their lived reality, and our new Chair will continue to build on that work, ensuring that residents are at the heart of everything we do.

While our finances are solid, it's fair to say that like most housing associations, the environment means that we remain in a period of tight financial management, and our new Chair will need to balance these realities with the rising expectations that our customers rightly bring, and a strong commitment to service excellence will be essential for that. Our new Chief Executive who joined in late 2025 has already had a strong impact and our new Chair will work closely with Ruth to ensure we retain the discipline, clarity, and focus needed for sustainable progress.

You will find a strong Board with deep expertise in a range of different areas, that is cohesive, provides effective challenge, and operates as a values-aligned whole. We have been able to attract good people who are motivated by our mission and the tangible impact of our work, and the Chair will need to bring the honed leadership and chairing skills to get the best from them.

We pride ourselves on being more than a housing provider—we are a true community organisation, greater than the sum of our parts. For example, our commitment to supported housing and care, unusual for an organisation of our scale, remains steadfast and is a genuine point of differentiation. Another point of pride for us is the fact that around ten per cent of our staff are residents themselves, and that our culture is very deliberately shaped by the lived experiences of the people we support.

I hope this introduction gives you a sense of the scale of opportunity and the impact the next Chair will be able to make. We look forward to exploring this with you further.

Jane Everton

Jane Everton | Chair of People & Governance Committee and Chair of Outward

About Newlon

Newlon is a charitable, not-for-profit housing association founded in Hackney in 1968 by The New London Synagogue at a time of pressing local need for decent and affordable housing. Our mission is to provide the high-quality affordable homes that people in London so badly need, and we believe that this mission is as important today as it was in 1968. We remain rooted in our values – *truthful, trusted, supportive, fair, quality and safe* – and they inform everything we do.

We are a growing organisation working across nine boroughs in north and east London and providing around 8,500 homes. Over half of our homes are general needs properties for social rent and around a quarter are shared ownership and leasehold homes. We also have a portfolio of supported housing and homes for intermediate rent. The Trust is the parent of the Newlon Group and in 2024-2025, Group turnover was £115 million.

In our most recent inspection, the Regulator for Social Housing confirmed our strong governance and viability ratings (G1/ V2), but the work we have done remediating a third of our homes, and investing more in others, means that our finances need careful stewarding. We have just refinanced for the short and medium-term and have a clear strategy for the future. As a group we employ over 700 people – more than 200 in the trust, and our workforce reflects the diversity of London across all levels of the organisation. Around 10% of our workforce are also our residents, meaning the services we provide are delivered and shaped by people who rely on them. The inclusivity of our workplace is something we remain proud of and deeply committed to.





In recent years Newlon has been one of London’s major providers of new affordable housing. In partnership with the Greater London Authority (GLA), we have delivered more than 2,000 new homes over the past decade, and our developments include affordable homes as part of major regeneration projects across London, including Tower Hamlets, Camden, Waltham Forest and Enfield. We provide a mix of affordable housing types, including low-cost rented family housing, shared ownership homes to help people take their first step onto the property ladder, below-market-rate rented accommodation for key workers, and a wide range of supported housing. Through our **NewlonBuild** subsidiary we continue to progress a substantial development pipeline of new homes. In 2024/2025 we delivered 136 new homes and plan to build a further 100 homes per year over the next five years.

Newlon remains deeply committed to supported housing and care, and **Outward** is our specialist provider delivering these services. Outward is an independent charity employing around 500 staff who deliver a range of specialist housing, care and support services for people with learning disabilities, people on the autism spectrum, as well as vulnerable older and young people. The vital services that Outward provides for the more vulnerable members of our community is at the heart of what Newlon’s mission, and we aim to continue developing new supported housing opportunities.

We value our residents’ views and work in partnership with them to design, manage and assess the services we provide. This includes a wide range of involvement and scrutiny initiatives and ensuring resident participation on our Board and Residents’ Services Committee. We have a strong record of supporting local people experiencing hardship and are committed to helping residents sustain their tenancies.

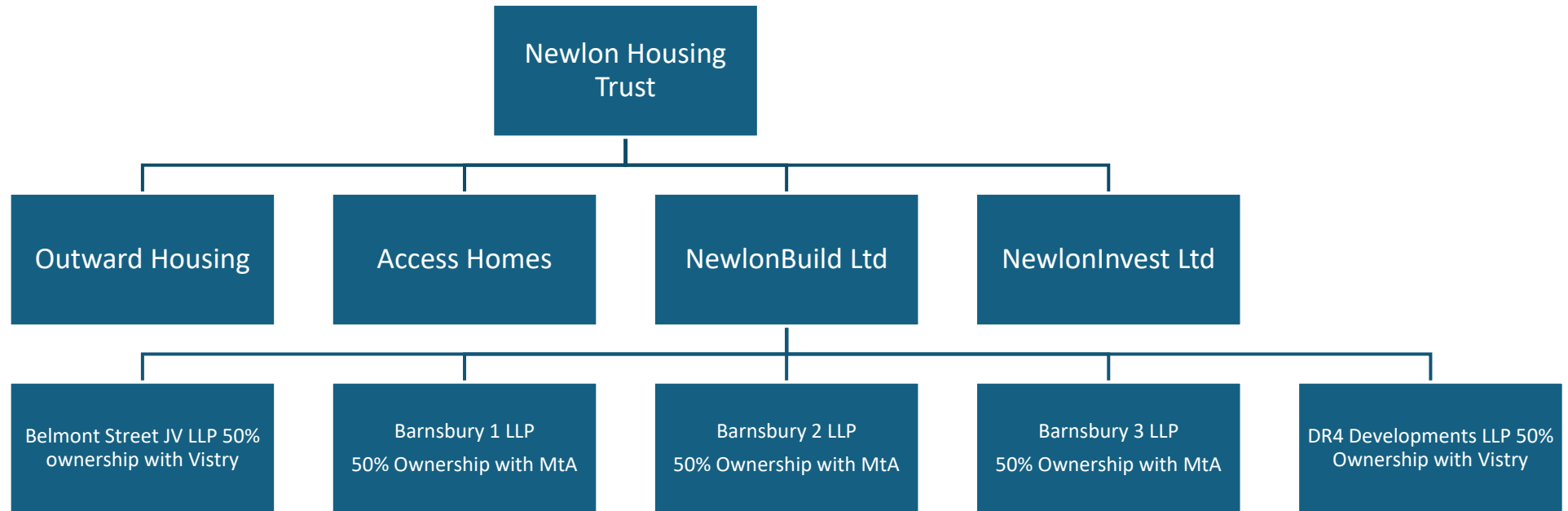
Our **Trust Newlon** initiative, which focuses on improving residents' satisfaction with the services we provide, remains central to our approach. The programme continues to support improvements in residents' satisfaction and ensures more residents feel respected and valued, while strengthening our commitment to the neighbourhoods where they live.

Additional information

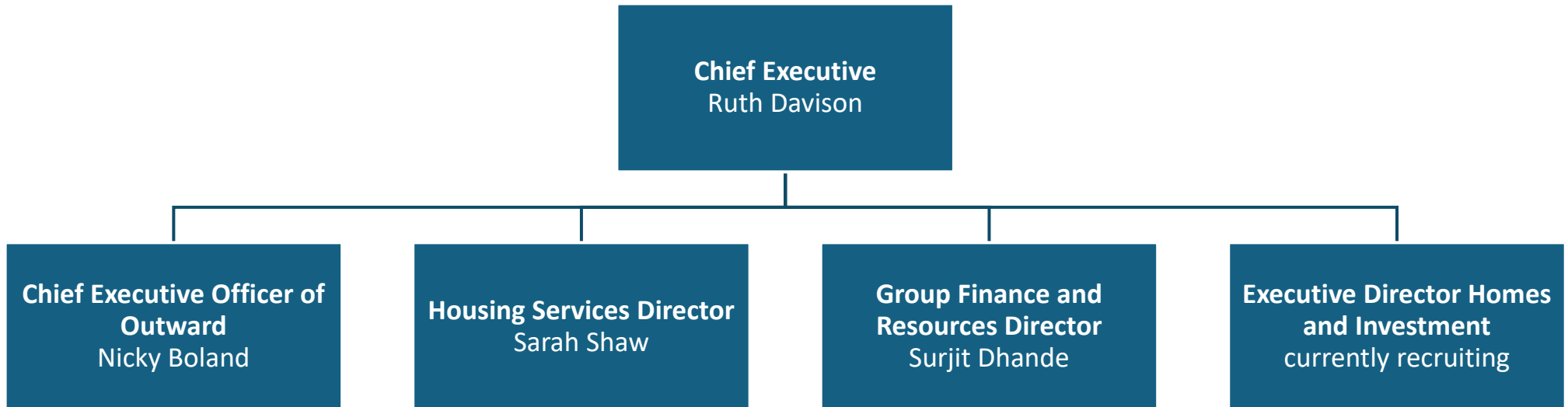
- Our most recent annual report and financial statements 2024–2025: [here](#)
- Annual Report and Accounts 2024–2025: [here](#)
- Resident Review 2024–2025: [here](#)
- Our Environmental, Social and Governance Report 2024–2025: [here](#)
- Read about our executive team [here](#), and our Board [here](#)
- Our website is [here](#)



Group Structure



Executive Structure



Role profile

Role summary

To provide leadership to the Newlon Housing Trust Board by creating the conditions for collective and individual Board member effectiveness. To ensure the Board governs the Newlon Group effectively and has a collaborative relationship with the Executive Team.

Key accountabilities

- Lead the strategy of Newlon through the business plan and other mechanisms; pro-actively seeking ways to improve and develop both Newlon Housing Trust and the Group.
- Provide strategic leadership to the Board and to the organisation as a whole, working with the Chief Executive to ensure that the design of the Board's work supports Newlon's purpose.
- Ensure that the Board delivers its key strategic role and provides effective governance of the organisation, securing its viability and sustainability, and looking to maximise its effectiveness, within the scope of its Terms of Reference.
- Ensure the Board sets Newlon's vision, purpose, values, and standards and that its obligations to its stakeholders and others, including funders and regulator, are understood, and met.
- Promote good governance and ensure that Newlon's affairs are conducted in accordance with the NHF's Code of Governance.
- Contribute to the effective governance of Newlon through membership or oversight of any committees or sub-groups.
- Conduct business efficiently at Board meetings and at general meetings, ensuring all Board members can input into the decision-making, including appropriately handling minority viewpoints.
- Work with the Chief Executive on development of the agenda and forward planning.
- Ensure that the Board receives professional advice when it is needed, from senior staff or external sources.
- In the case of urgent business occurring between meetings, take necessary decisions on behalf of the Board, with the advice of the Chief Executive, and reporting back to the Board on these.

- Ensure that the Board develops a good understanding of the needs of different stakeholders and that relevant regulatory / funding requirements are met.
- Take responsibility for reviewing the performance of the Chief Executive against set objectives and setting appropriate objectives for the future.
- Ensure that the Board makes proper arrangements to appraise the performance of the Chief Executive, to set objectives and to determine the remuneration for this role.
- Ensure that an effective review process is in place, both for the Board as a whole and for individual Board members, including the review of the Chair's performance.
- Take a lead in the performance reviews of the Board collectively and individual Board members ensuring appropriate action is taken as a result of these reviews.
- Ensure a skills audit is undertaken regularly to assess the skills of the Board against current business needs, remedying any gaps through training and development, recruitment and induction, and succession planning.
- Ensure the level of Board remuneration results from an approved process that minimises the potential for conflicts of interest.

Promoting the organisation

- Act as an ambassador for Newlon externally and help to build its brand and public image, ensuring an effective local and regional profile in consultation with the Chief Executive.
- Contribute to the promotion and positioning of the organisation with a wide range of external stakeholders.
- Represents Newlon with key stakeholders, such as lenders, local authorities, other housing associations and other influential decision-makers.
- Attend ad-hoc meetings as required (for example stakeholder meetings) to promote the values and purpose of the organisation.

Other

As Chair of Newlon Housing Trust, which is the parent of the other parts of the Newlon Group, the Chair will ensure subsidiary Boards and Chairs are clear on their accountabilities and are working collectively towards the Group's vision and business plan. The Chair will ensure effective reporting is in place so that the NHT Board can assess the performance of subsidiaries and ensure good governance. The Chair will work with subsidiaries' Chairs to develop a stronger Newlon Group and will support the growth of Newlon through developing links with potential new subsidiaries.

Person specification

Experience

- Broad working experience including an understanding of social housing combined with insight from other sectors and organisations.
- Board level experience as a non-executive director or executive, with significant experience of effectively chairing meetings.
- Experience of leading successfully during a time of considerable change and uncertainty in the external environment.
- Experience of working in collaboration with others, working towards common goals and shared objectives.
- Strong strategic leadership, considerable business acumen and financially astute, with a good understanding of how to balance the risks inherent in our business.

Personal qualities

- Able to establish an excellent working relationship with other Board members and the Chief Executive, with clear non-exec / executive boundaries.
- An excellent ambassador for Newlon, able to network and build positive relationships with all kinds of stakeholders (e.g. HCA, funders, local authorities, and partner organisations).
- Diplomacy – able to present, defend or champion changes of different kinds to a variety of audiences, in a way that is authentic, inclusive and demonstrates the capacity to entertain and engage with other points of view.
- Energy, passion, and commitment to lead Newlon for the next few years.
- High standards of personal integrity and experience of good governance.
- Has a personal and clear commitment to equality and diversity and how it might apply to the work of Newlon.
- A good understanding of the communities in which Newlon works. Ideally, with strong existing networks in the boroughs where we operate.
- Must be able to attend London-based meetings.

Key terms and conditions

The role

Chair

Remuneration

The remuneration for this post is £23,152 pa.

Reasonable expenses incurred in fulfilling your role will also be reimbursed.

Time Commitment

The time commitment for the role is estimated at 4 days per month on average.

The main Board meets four to six times per year and other Boards and Committees four times. In addition to chairing the main Board meetings and AGM, the Chair may also be a member of some other Boards or Committees. There are two overnight strategy days per annum.

The Chair will have regular meetings with the Chief Executive and represent Newlon at various events and meetings.

The time commitment includes training and development, Board appraisals and preparing for meetings.

Tenure

The tenure for this role is a maximum of two terms of three years each. Newlon Housing Trust follows the National Housing Federation Code of Governance 2020.

Meeting locations

Board meetings are held at our offices at: Newlon House, 4 Daneland Walk, Hale Village, London, N17 9FE

Handover

The new Chair will formally take up the role in December 2026. We expect the new Chair will wish to attend meetings, get to know colleagues, and learn about our business as part of the induction process before December.

Key dates and selection process

Closing date: Tuesday 12th May 2026 at 9am

The client meeting to agree longlisted candidates will take place on Thursday 21st May. We will be in touch to let you know the outcome of your application by the end of that week.

First interviews: Wednesday 27th May 2026

Longlisted candidates will be invited to an interview with a Campbell Tickell panel. This interview will take place online using Microsoft Teams.

We will be in touch by Friday 5th June to let candidates know the outcome of the first interviews.

Stakeholder sessions: w/c 8th June 2026

This will be an opportunity to meet with a range of key stakeholders:

1. Aman Dalvi, current Newlon Chair - **Wednesday 10th June**
2. Newlon's Executive team – **Friday 12th June**
3. A group of Newlon residents - **Friday 12th June**

Final interviews: Thursday, 25th June 2026

A final panel interview, led by Jane Everton, Chair of the Outward Board and Chair of the People & Governance Committee; with Blossom Shakespeare, Chair of Access Homes; Chris Cheshire, Senior Independent Director and Chair of the Development Committee; and Keith McLeod, Chair of the Group Audit and Risk Committee

Ruth Davison, Group Chief Executive and Jim Green, Head of Executive Search and Selection at Campbell Tickell will also be in attendance.

If you are unable to attend on any of the identified dates for interview, please speak to Campbell Tickell before making an application.



Chair Designate

North London | £23,152 pa

Many voices, one community

Newlon is a long-established housing organisation with a clear and simple mission: to provide high-quality, affordable homes for people in London. We are, at our heart, a true community organisation and we seek to provide a range of range of housing options to meet local demand, from general needs to supported and specialised accommodation, ensuring that local people can access safe, secure, and genuinely affordable homes.

Every day, our work is shaped by the diverse needs of the communities we serve. Our connection to the people and neighbourhoods we serve is authentic, long-standing and central to our success and we understand local need because we are rooted in the places where we work. We know that great outcomes are achieved not through structures alone but through genuine relationships, shared purpose and collective action. We take pride in being more than the sum of our parts—a place where residents, colleagues, partners and Board members come together to deliver impact far greater than any single role or service.

We are excited to be seeking a new Chair as our current Chair reaches the end of their term. We have ambitious plans to strengthen our services,

deepen our community impact, and continue improving the quality of the homes we provide. So our next Chair must be ready to bring their experience and expertise to bear and engage fully from day one. You will bring clarity, confidence and curiosity, along with an understanding of the areas in which we work. Your senior experience in the social housing sector, chairing skills and deep understanding of how good boards operate will allow you to support and challenge the executive team and get the best from a strong and cohesive Board, ensuring we remain accountable to the people who rely on us.

Newlon has a track record stretching back over 55 years and our growth and continued ambition has not taken us away from our core purpose. If that resonates with you, and you share our values and passion for what we do, then please contact us to find out more about this special opportunity.

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

For further discussion please contact: **Bill Barkworth**: bill.barkworth@campbelltickell.com | 07706 369273

Closes: Tuesday 12th May 2026 | 9.00am



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