



Board members (x3) recruitment

Candidate pack

July 2026

Contents

Your application	05
Welcome	06
About Poplar HARCA.....	08
Board member role profile	12
Board member specification.....	13
Leadership structure.....	12
Key terms and conditions	14
Key dates and the selection process.....	14
Media advertisement.....	15





**We will always do our best
to do our community
proud**







Your application

Thank you very much for your interest in these Board roles at Poplar HARCA.

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 Poplar HARCA and these 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 it aligns with what Poplar HARCA is seeking.

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; 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 see an onscreen confirmation message after submitting your application, and you should also receive a follow-up email, but if you have any issues, you can call **020 3434 0990**.

The role closes at **9am, Tuesday 4th August 2026**.

Please ensure we receive your application in good time.

I am happy to have further discussion. Please send me an email at the address below and we can arrange a time to speak.

Kind regards

Bill Barkworth
Senior Recruitment Associate

bill.barkworth@campbelltickell.com
07706 369273

Welcome

I am very pleased you are considering joining the Board at Poplar HARCA. We are all very much looking forward to welcoming new colleagues to our team.

How we work as a Board is rooted in our ethos of ‘creating more opportunities together’. There is a strong collective spirit around the Board table, built around our shared endeavour. But you will also find that we are all too aware that Poplar HARCA is no ordinary housing provider.

Poplar HARCA has always been rooted in its community. In East London that means taking a much broader view, because we continue to feature frequently amongst deprivation indices. As a registered housing provider quality homes and services is a key focus for us, but so is regeneration. Investing in people and place-making is how we ensure that communities can thrive. Opportunity that can be shared by all doesn’t happen by accident or by good intention alone. You must be able to take a long-term view, be strategic and joined up in your outlook and know that you have the confidence of your stakeholders.

On the Board, that usually means remaining open minded. Our Chief Executive and his team are used to thinking creatively to bring new solutions to seemingly intractable problems that have blighted our communities for generations. It means that we have to be prepared to challenge conventional thinking and each other. Our risk appetite is stretching, and while we are open to exploration we do of course take seriously our responsibility to working within a robust framework for assurance and compliance.

We have said that these roles will suit those who are comfortable with at times being uncomfortable, as that is what challenging the status quo means. You can be assured though that this is not just about being different just for the sake of it. Our creative thinking is very much about a focus on purpose, impact, and outcomes.

For these three roles we are seeking senior level experience in the areas of finance and Investment, housing development and regeneration, and community insight and development. Equally Important will be your passion and commitment to help us make a difference.

All our new colleagues can be assured of a warm welcome. We are an energetic team, and that dynamism is represented through the diversity across our Board structure. Colleagues come from a range of backgrounds and life experiences, and we greatly value the diverse perspectives that brings. But we are also aligned to ‘creating more opportunities together’, so if that resonates with you, please read on to find out more about these opportunities to be a part of a truly unique organisation.

Warm wishes

Jon

Jon Lord | Chair of the Board



About Poplar HARCA

Our purpose: Creating more opportunities together that realise community potential through exceptional homes and thriving places, with social justice at our core.



Established in 1998, following a resident vote, Poplar HARCA has always been rooted in the needs and aspirations of the communities we serve. Residents remain at the heart of every decision we make and hold us to account, through our internationally recognised approach to community empowerment.

Today, we own and manage over 10,000 homes and we invest around £4m each year in community regeneration. That means helping people into work and training, providing state of the art creative spaces for young people, initiatives to improve health and wellbeing, events, volunteering and affordable workspaces.

Our corner of East London is home to the capital's fastest growing population. We are leading a transformational reshaping plan for Poplar to create a place where people, communities and businesses can grow and thrive. This includes new homes, education, healthcare and faith buildings and business and community spaces.

We have strong and enduring partnerships with like-minded people and organisations. They support our ambitions and help us achieve so much more than we could alone. We are a proud reflection of our east London community, and over a third of our 380 employees live locally.

Our values: are incredibly important to us and inform all that we do:

- **Wholehearted commitment:** Getting things done, especially when a different approach is needed, requires determination. We know there will be challenges. Some anticipated, others unforeseen. We calmly and confidently address each situation, and we adapt where we need to.
- **Constant improvement:** This is our ethos. Why we are here. Working to improve everything around us; and supporting each other to do more. We provide homes, deliver services, enable regeneration and much, much more. We look to our people and community to find better ways to achieve better results.
- **Enthusiastic support:** Change is inevitable. Even if it's for the better it's not often easy. As a community we are supportive of everyone's needs. It is important to be heard and respected. We are mindful of everyone's right to have a say, even if sometimes we do not agree with one another.

Our values are underpinned by our distinctive approach:



Innovative

We're not here to tinker at the edges. We are innovative. We think big, act bold, and lead from the front – reimagining regeneration, disrupting old models, and making social change not only possible, but inevitable.



Inclusive

We're stronger because we're different. Our community and workplace reflect the East End: vibrant, diverse, and full of character. We make sure everyone has a seat at the table and a voice in the conversation. Whoever you are, wherever you're from, you belong here.



Outcome-focused

Tower Hamlets is our home turf, and we're in deep. Because real impact doesn't happen in isolation, we build trust, alliances, and shared outcomes with our community, Tower Hamlets Council, partners, businesses, and each other.



Resilient

We are in it for the long game. We are resilient, positive and focused. We invest in solutions that outlast headlines. Legacy isn't what you build today, it's what still works tomorrow.



Resident-focused

We co-create. Every decision, every project, every brick is shaped by the people who live here. We're accessible, inclusive, and unapologetically community-first.



Accountable

Being accountable means we move with resolve. We are purposeful and guided by our values. We take time to think, listen, balance trade-offs, and adapt – all with care. The goal? Progress that's principled.

Our profile:

Our Corporate Strategic Plan 2026 – 2031 sets out how we expect to meet our strategic objectives:

- **Service satisfaction:** relies on listening and responding, being open to challenge and doing what we say we will;
- **Successful places:** Success is people feeling proud of where they live. It's having a secure, affordable home, enjoying good health, and being able to take-up opportunities; and
- **Strong foundations:** Financial capacity determines what we can achieve, and how long it will take us to achieve it.

You will see in our 2025 financial statements that we have a strong financial base, our annual turnover was just over £98m, with an operating margin of 28.5%. Our last regulatory judgement (January 2026) confirmed that we remain compliant for governance (G1), viability (V2) and achieved our first consumer rating (C1).

Poplar HARCA's success is rooted in brilliant people, and you can read more about our [corporate management](#) team and [Board](#) teams.

Our Social Value Annual Report 2025 spotlights the tangible impact we make in our communities.

Board member role profile

Accountable to: Poplar HARCA Chair and Board

Role purpose

The primary responsibility is to contribute to strategic leadership, direction and oversight to ensure the promotion and achievement of Poplar HARCA's vision, purpose and values in compliance with the governance framework.

Key responsibilities

1. Work within Poplar HARCA's strategic objectives and its vision and values.
2. Work with, support and challenge the relevant members of the Corporate Management Team to achieve these objectives.
3. Work within the terms of reference for the relevant Committee or Board.
4. Limit any action and decisions to those where the related costs can be met within the approved budget.
5. Make recommendations to the Poplar Board and to provide advice to other committees.
6. Ensure that the interests and needs of Poplar HARCA 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. Demonstrate Poplar HARCA's commitment to equality and diversity in all decisions made and in personal conduct.
10. Act in accordance with the Code of Conduct and the best interests of Poplar HARCA and to deal appropriately with confidential information.
11. Be well prepared, attend meetings and contribute effectively.
12. Be well informed on the key issues considered at the Board or Committee through appropriate background reading, training and development.
13. Ensure that the Board or Committee has the capacity and commitment to carry out its role.
14. Act as an ambassador for Poplar HARCA.

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.

Board member specification

Specific skills/ experience for these three vacancies:

As well as meeting the specification below, you will need to offer senior level experience in one of the following areas:

Finance & Investment: we are looking for someone with a strong background in strategic finance and/ or treasury, this is ideally backed by a financial qualification.

Development & Regeneration: for this role you will bring director level experience in residential development and/or regeneration gained in either the private or housing association sector.

Community Insight: in this role it will be important to have a significant background in community development and insight and a deep understanding of the needs and diversity of neighbourhoods in which we work.

All Board members are expected to sit on at least one committee, therefore exposure to Board/Committee working is desirable.

Experience and knowledge:

- Insight gained from working in a customer facing environment, knows what good services look like.
- Demonstrates appreciation of community needs. Insight into the needs of East London's diverse communities specially would be advantageous.
- Has an understanding of good governance principles or is willing to learn.
- 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:

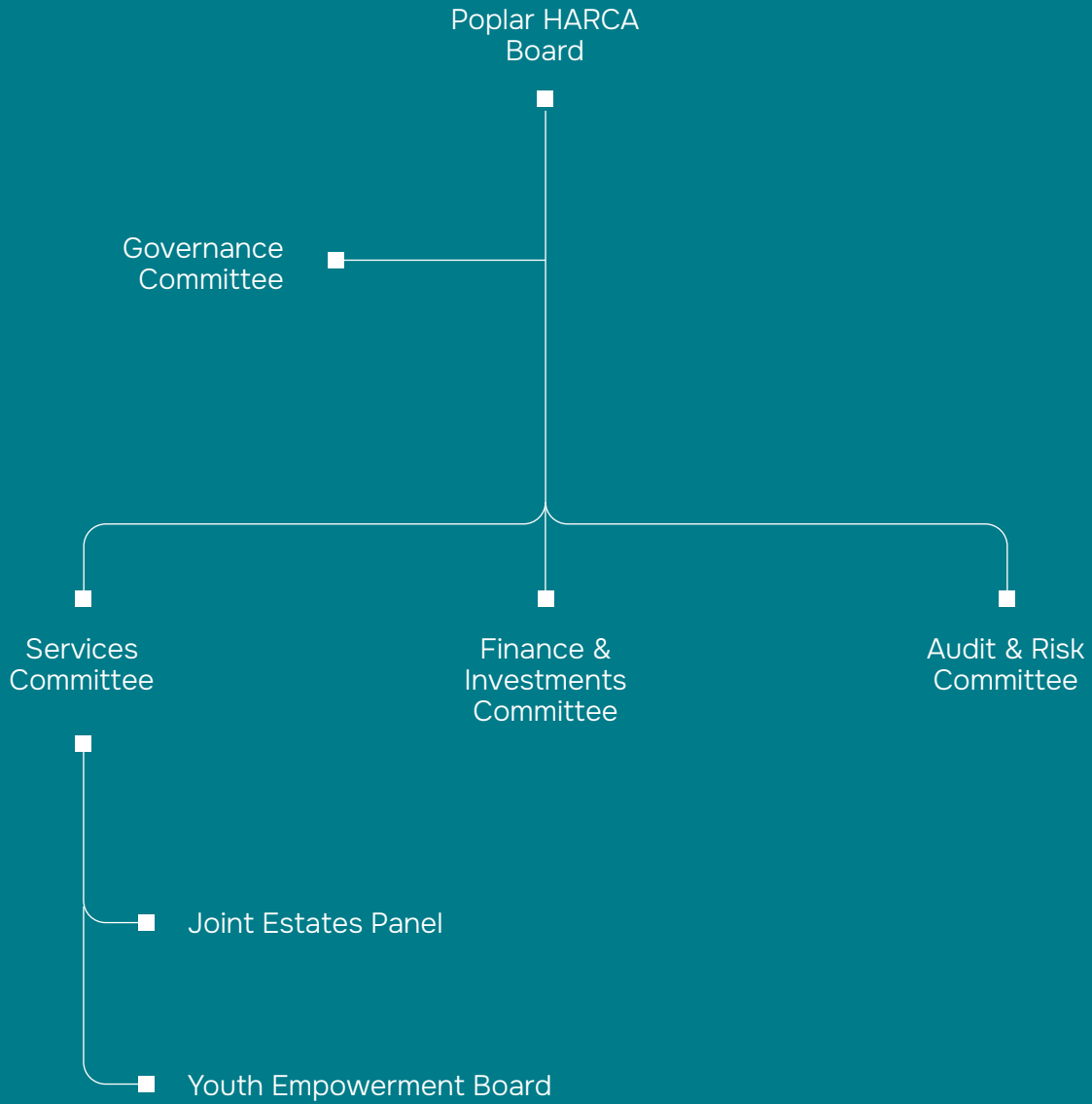
- Good communication skills; listens to others and can make contributions to a debate.
- Buys into team spirit, works collaboratively with others.
- Ability to think creatively and apply this to the challenges and problems encountered by the organisation.
- Willingness to speak your mind while maintaining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

Personal attributes and behaviours

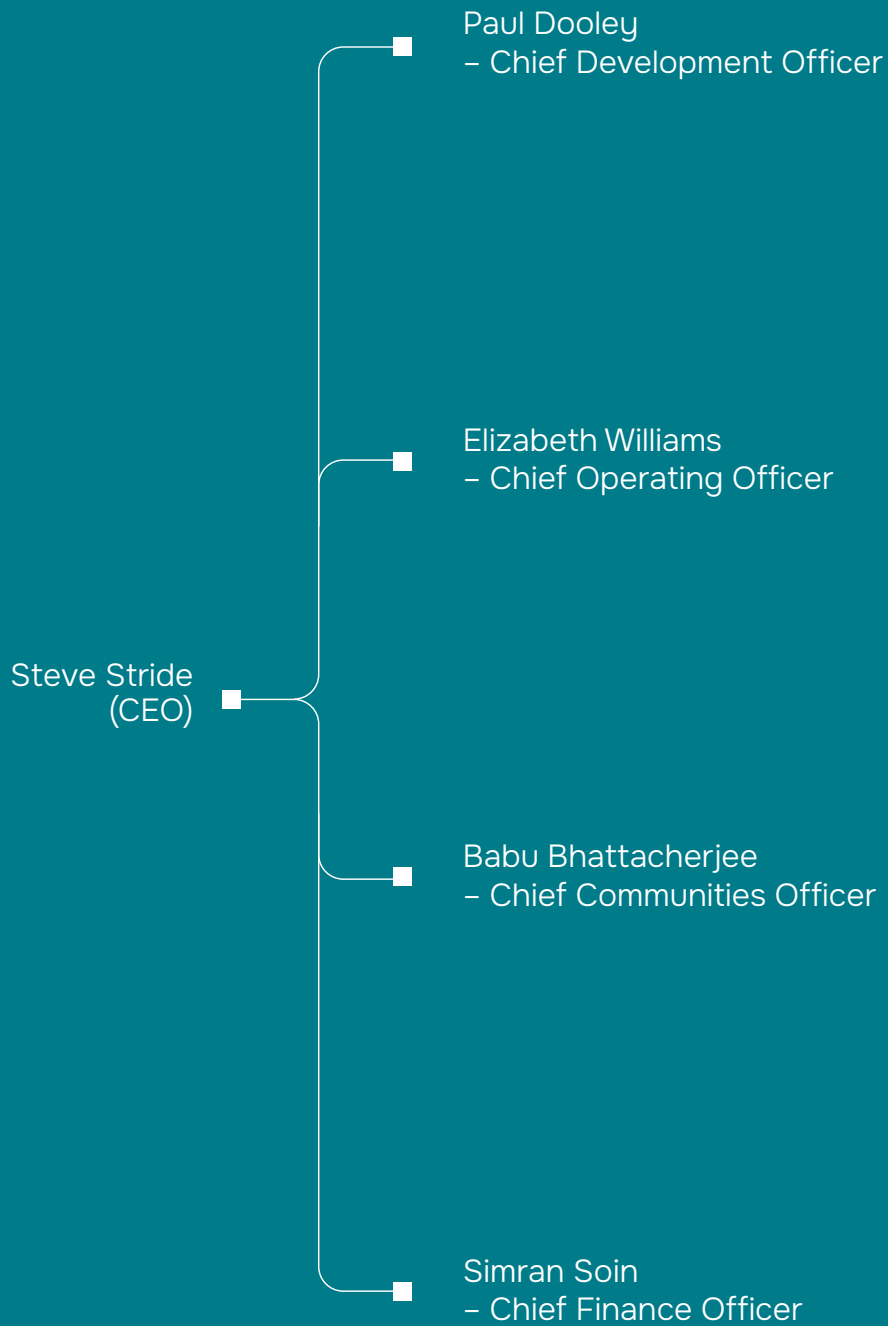
- Brings flexibility and adaptability to your work.
- Is professional in your dealings with others.
- Acts with integrity.
- Is comfortable in being held to account.
- Dedication to the mission and values of Poplar HARCA, with a genuine passion for making a positive difference in the lives of residents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

Leadership structures

Board and Committees



Executive Leadership Team



Key terms and conditions

Remuneration:

£6,150 pa, paid quarterly in arrears.

Reasonable expenses incurred in fulfilling your role will be reimbursed.

The appointment:

The term of office for each role would usually be two three-year terms, up to a maximum of six years.

Time commitment:

Typically, each year there are four to five Board meetings. There are also two strategy days typically in June and November each year, and there are likely to be additional training sessions, working groups and ad hoc events.

All Board members are also asked to join at least one Committee. This will be discussed with you at appointment to take account of your interests and skills, and each Committee meets four times in the year.

Meetings are generally held early evening. The remaining Board meetings for 2026 are:

- Tuesday 15th September
- Saturday 21st November – Strategy Day
- Tuesday 24th November

Overall, we estimate that the time commitment for the role will be 1 day per month, noting that it will feel busier at the beginning to allow for induction and orientation.

Location:

Our main office is at 155 East India Dock Rd, London E14 6DA.

Board meetings are held in-person. Committee and other meetings happen on-line and in-person.

Key dates and the selection process

Closing date: Tuesday 4th August 2026 | 9am

We will be in touch to let you know the outcome of your application early the following week.

First interviews: Monday 17th and Tuesday 18th August 2026 | via Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel.

We will be in touch to let you know the outcome of the interview early the following week.

Final stage selection:

Stakeholder meetings: Week commencing 31st August or week commencing 7th September 2026.

There will be an opportunity for shortlisted candidates to meet with key Poplar HARCA colleagues including senior staff and a selection of residents.

Final interview panel:

Wednesday 16th September
and Thursday 17th September (AM) 2026
| In person.

The members of the panel include Jon Lord, Chair of the Board, and Alex Woolmore (Chair of the Governance Committee). Steve Stride, Chief Executive, Runa Ahmed (AD for Corporate Governance), and Bill Barkworth from Campbell Tickell will be present as observers.

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



CAMPBELL
TICKELL

Creating More
Opportunities Together

Board members x3

£6,150 pa | London



We are keen to attract three people with experience in one of the following areas: finance and Investment; housing development and regeneration; community insight and development. Equally Important will be your passion and commitment to help us make a difference and contribute to the success and sustainability of our communities.

Poplar HARCA is a vibrant and dynamic organisation, and definitely no ordinary housing provider.

So, these Board roles are going to suit people who are comfortable with at times being uncomfortable. Challenging the status quo is a key part of the culture as is stretching risk appetite and thinking and working innovatively. But this isn't creativity just to be different, it is very much about a focus that is firmly rooted in purpose, impact, and outcomes.

This is a Board that welcomes different perspectives and life experiences and where you can bring your whole self to the role. It is a collective leadership environment that is engaging, where all voices are heard and where challenge is welcomed.

We are trusted by our residents and communities as putting their needs and aspirations at the core of our decision making. So, if this sense of purposefulness appeals to you then do find out more.

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

For further discussion please contact:

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

Closes | **Tuesday 4th August 2026 | 9am**

CAMPBELL TICKELL

+44 (0)20 8830 6777

+44 (0)20 3434 0990 (Recruitment)

info@campbelltickell.com

www.campbelltickell.com

