



CREATING OPPORTUNITIES TOGETHER



I'm pleased to share our Annual Report for residents 2025-26 – a look at what we've achieved together over the past year, and how your feedback has helped shape our priorities.

At Poplar HARCA, our purpose is simple: creating opportunities together. That means providing good-quality, affordable homes, investing in our neighbourhoods and making sure residents have a genuine voice in the decisions that affect them.

This year, families moved into 82 new homes for affordable rent, while major regeneration plans for Teviot and Aberfeldy progressed. Planning approval for Teviot is a particularly important milestone, with 1,928 new homes planned alongside new green spaces, community facilities, shops and improved public spaces. Huge thanks must go to our dedicated Resident Steering Groups who have shaped these plans.

We've also continued to invest in the homes and services you rely on. We carried out more than 27,000 repairs, maintained 100% compliance across key health and safety areas, and fitted over 4,000 homes with smart devices, which help us respond more proactively to issues with heating, damp and mould. We're investing in more energy-efficient homes too, including new ventilation and LED lighting to help make homes more comfortable and affordable to run.

Just as importantly, residents have continued to influence how we work. More than 5,500 people were involved in shaping our services through consultations, reviews, surveys and other activities. Your feedback has helped drive changes including our One Team Neighbourhood model, new approaches to antisocial behaviour and stronger local accountability.

There is plenty to be proud of. 80% of tenants are satisfied with Poplar HARCA's services, and 81% say we make a positive contribution to their neighbourhood. We also achieved the highest consumer grading from the Regulator of Social Housing – G1 V2 C1 – recognising the strength of our governance, financial resilience and services to residents.

Thank you to all our residents, colleagues, volunteers and partners who have helped make these achievements possible. We know there is more to do, and we will continue listening, learning and working alongside you to make our homes and neighbourhoods places we can all be proud of.

We have also been developing our strategy for 2026-31, shaped by residents, staff and Board. You can read more about our ambitions, and how we will create more opportunities together, on our website.

Steve Stride
Chief Executive, Poplar HARCA

WHAT WE SAID WE'D DO

Our strategic objectives



Service satisfaction

In 2021-26 we will increase satisfaction by:

- ▶ Involve more residents in more decisions
- ▶ Technology that makes it easier to access services
- ▶ Understand residents' experience and act on what they tell us
- ▶ Provide residents with the means to scrutinise performance



Successful places

In 2021-26 we will create more successful places by:

- ▶ Build homes to meet need and aspiration
- ▶ Reduce our carbon footprint
- ▶ Partner for cultural, environmental and industrial infrastructure
- ▶ Invest for health and local prosperity



Committed workforce

In 2021-26 we will attract and retain talented people by:

- ▶ Enhance equity and diversity at every level of every team
- ▶ Provide personal development for every staff member
- ▶ Create a flexible, agile, safe working environment
- ▶ Focus on health and wellbeing



Strong foundations

In 2021-26 we will secure our financial future by:

- ▶ Reduce operating costs
- ▶ Sustain quality
- ▶ Increase surplus
- ▶ Increase efficiency through smart technology

2025-26 SNAPSHOT

What we've
done in
2025-26

You said, we did

Resident feedback continues to shape how we improve our services. Our 2025 Tenant Satisfaction Measures (TSMs) survey showed that while 80.4% of tenants are satisfied with our services, you also identified clear areas where we could do better. We've listened and are already taking action.

You said...

You wanted us to communicate more clearly, respond more quickly, be more visible in your neighbourhoods, and improve how we manage repairs and antisocial behaviour.

We did...

- ▶ We introduced our One Team Neighbourhood model to strengthen local accountability and improve communication.
- ▶ Heads of Service now carry out regular neighbourhood walkabouts to meet residents and identify issues first-hand.
- ▶ We launched new Community Safety webpages and updated our Antisocial Behaviour Policy using feedback from our resident panel.
- ▶ We also introduced dedicated Property Inspector roles to oversee complex repairs, improving communication and ensuring issues are resolved more effectively.

- ▶ Alongside this, we continue to carry out Property MOTs and tenancy audits to identify issues early and provide tailored support.

These improvements demonstrate our commitment to listening, learning and delivering better services for residents.



78%
of tenants are satisfied
that we listen to your
views and act on them



80%
of tenants feel that we
keep them informed about
things that matter to you



83%
of tenants say we treat
you fairly and with respect



2025-26

SERVICE SATISFACTION



80%
of tenants satisfied with Poplar HARCA services



173,624
Total number of contacts (exc website visits)



59.5%
of contacts made online



505
Total number of complaints



33%
of complaints escalated to Review (stage 2)



100%
Compliance for gas services, electrical, water, asbestos and fire



5,502
People involved in shaping our services

2025-26

COMMITTED WORKFORCE



364
Total number of staff



32%
of staff live locally



87%
of staff are proud to work here



83%
of staff feel engaged



80%
of staff agree we look after their wellbeing



82%
of staff recommend working for Poplar HARCA

2025-26

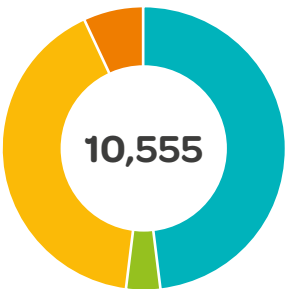
SUCCESSFUL PLACES



10,555
Number of homes owned and managed



82
New homes built



● Social rent **5,085**
● Shared ownership **425**
● Leasehold **4,320**
● Market rent **725**



£184
Average weekly social rent including service charge



£9.9m
Social value generated (projects which benefit your community)



3,096
People supported



81%
of tenants satisfied we are making a positive contribution to our neighbourhoods



41,223
People engaged through events, health initiatives, youth service and volunteering

2025-26

STRONG FOUNDATIONS



G1 V2 C1
Regulator rating



A- Investment grade with a stable outlook
Fitch credit rating



28%
Operating margins



£9,138
Cost per social home



100%
Statutory compliance



£97.2m
Annual turnover

Service satisfaction relies on listening and responding, being open to challenge and doing what we say we will.

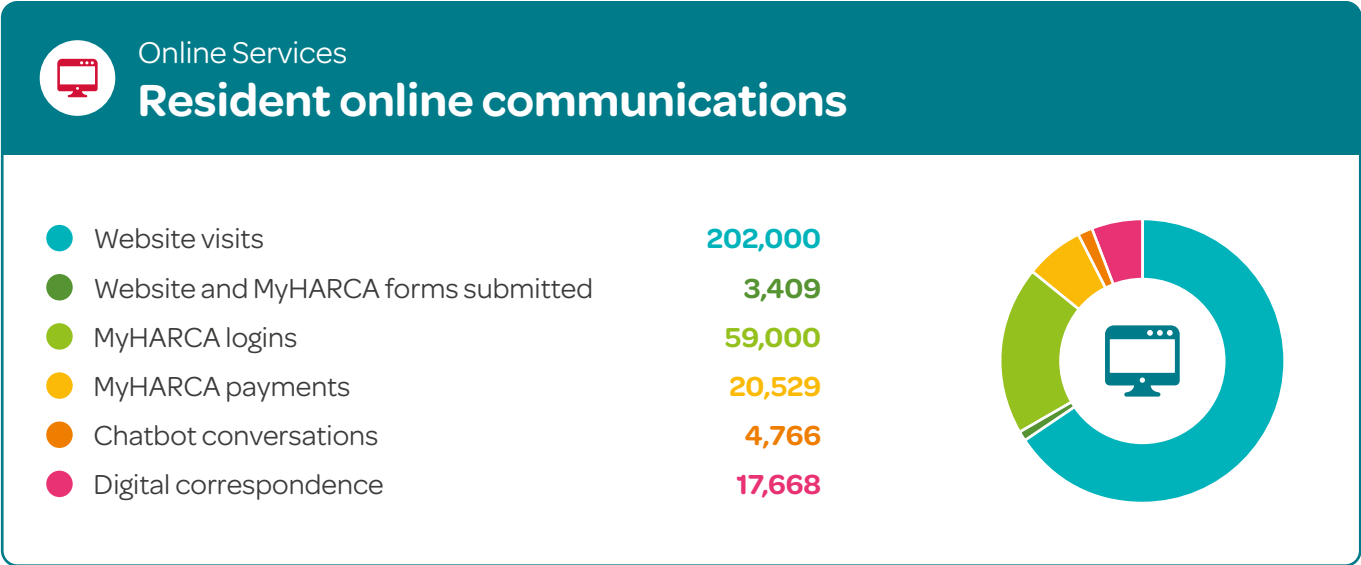
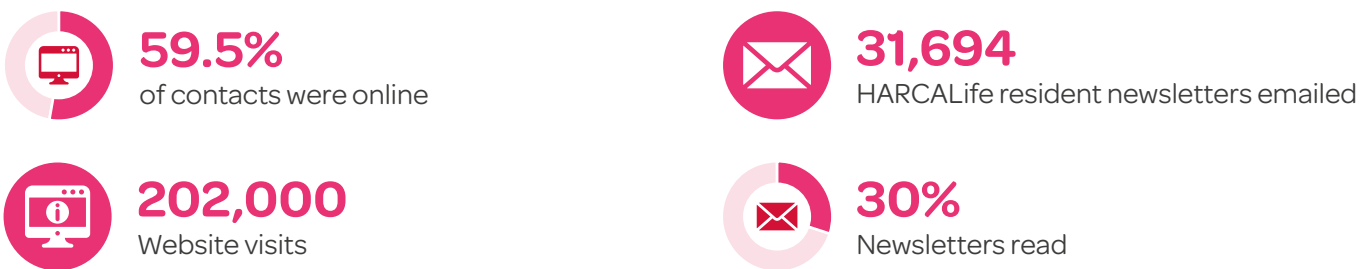
SERVICE SATISFACTION HIGHLIGHTS



Satisfaction



Online services



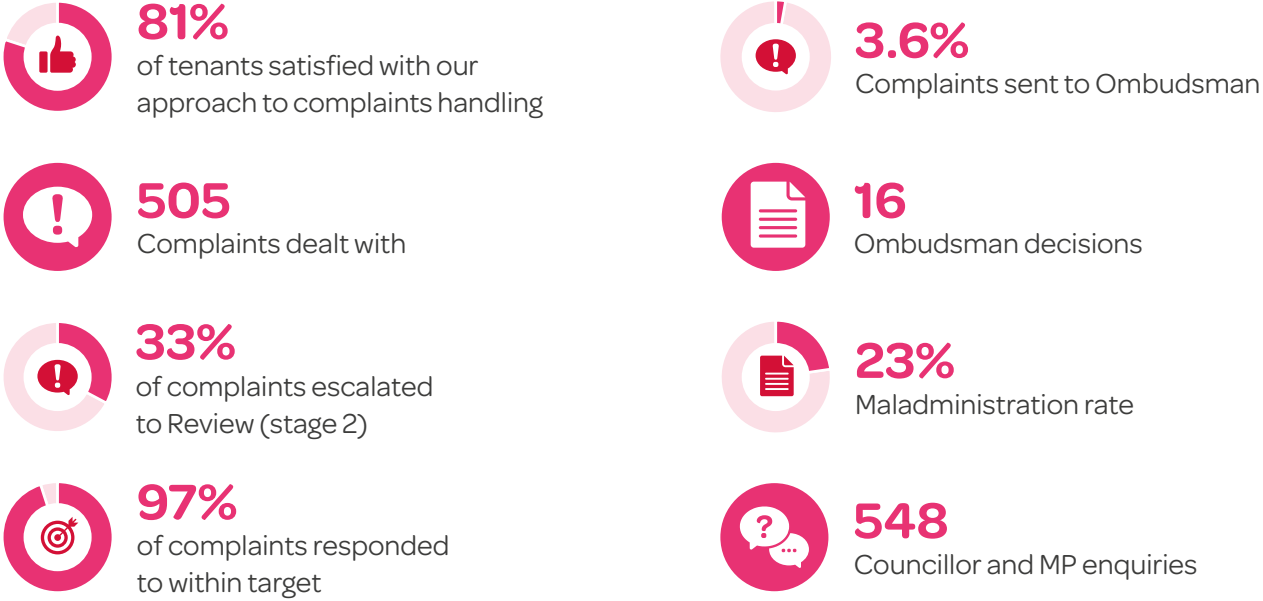
Antisocial behaviour (ASB)



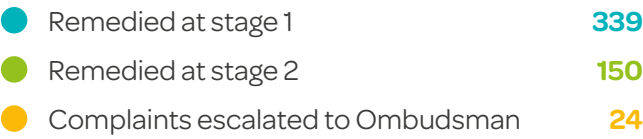
Residents: involved and influencing



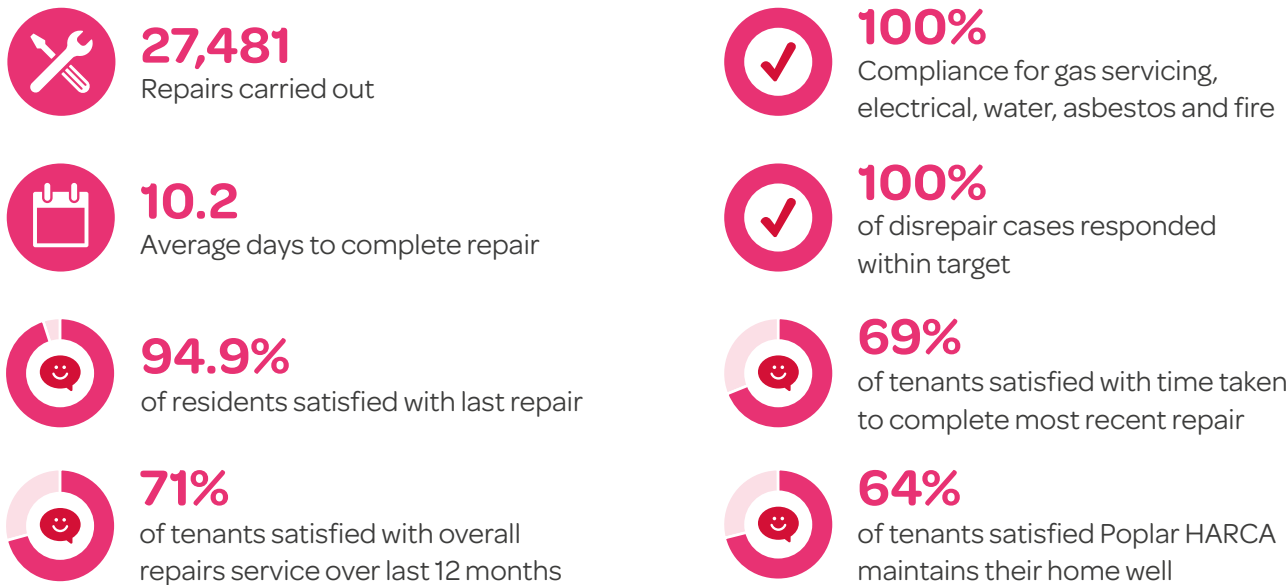
Complaints



Total number of complaints



Repairs



 Estate Services highlights

Our Estate Service team keep where you live safe, clean and green



Housing



Resident voices shaping our approach to antisocial behaviour

Last year, six residents from a range of backgrounds, including both tenants and leaseholders, worked alongside us to review how we respond to antisocial behaviour (ASB). Drawing on their lived experiences, they have helped us identify opportunities to make our approach clearer, fairer and more effective.

Through a series of workshops and ‘Meet the Professionals’ sessions with the Police, Tower Hamlets’ Community Safety team and our own Community Safety team, residents shared valuable insights into the challenges they have faced and the improvements they would like to see. A key area of focus has been making the language used in our ASB policy more accessible, ensuring residents better understand what to expect and how decisions are made.

The panel’s recommendations have informed our new ASB policy and a more user-friendly hub for Community Safety information on our website.

This collaborative approach demonstrates our commitment to working in partnership with residents to create safer, more inclusive neighbourhoods.

Visit our website to find out more



 Awards and recognition



Tower Hamlets Civic Award
Dave Tull, our Engagement Manager, was honoured with a Tower Hamlets Civic Award for outstanding voluntary service to the community.



Women in Housing Innovator of the Year
Chief Operations Officer, Liz Williams was recognised for her pioneering work to lead the rollout of smart technology in tenants' homes at scale.



Housing Today's Top 30 Housing Champions 2025
Our Volunteering Partnerships Manager, Sabiha Khanam, was recognised.



Get The Nation Learning
Our Employment and Training team was recognised with the Stronger Communities Award for creating inclusive, supportive spaces where local people can learn, connect and belong.



Reaching residents with the support they need

Our annual Big Winter Outreach programme helps us identify residents who may need extra support during the colder months. Through proactive phone calls and home visits, colleagues provide advice, make referrals and ensure residents can access the services and financial support available to them.

One couple, Mr and Mrs Haggerty, had been managing significant health challenges and rising living costs without realising they were entitled to additional benefits. Following a home visit from colleagues George and Rhapsody, they were referred to our Benefits and Welfare team, who helped them apply for Attendance Allowance and Housing Benefit.

The couple had previously found the application process overwhelming, but with personalised support they were able to access financial assistance that will make a meaningful difference to their day-to-day lives.

The Big Winter Outreach demonstrates the value of reaching out proactively, particularly to residents who may not know what support is available or feel confident asking for help. While the campaign takes place each winter, the advice, guidance and tailored support we provide continues throughout the year, helping residents remain safe, independent and financially secure.

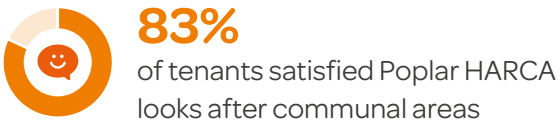


Success is feeling proud of where you live. It's a safe affordable home, enjoying good health and being able to take up opportunities.

SUCCESSFUL PLACES HIGHLIGHTS



Satisfaction



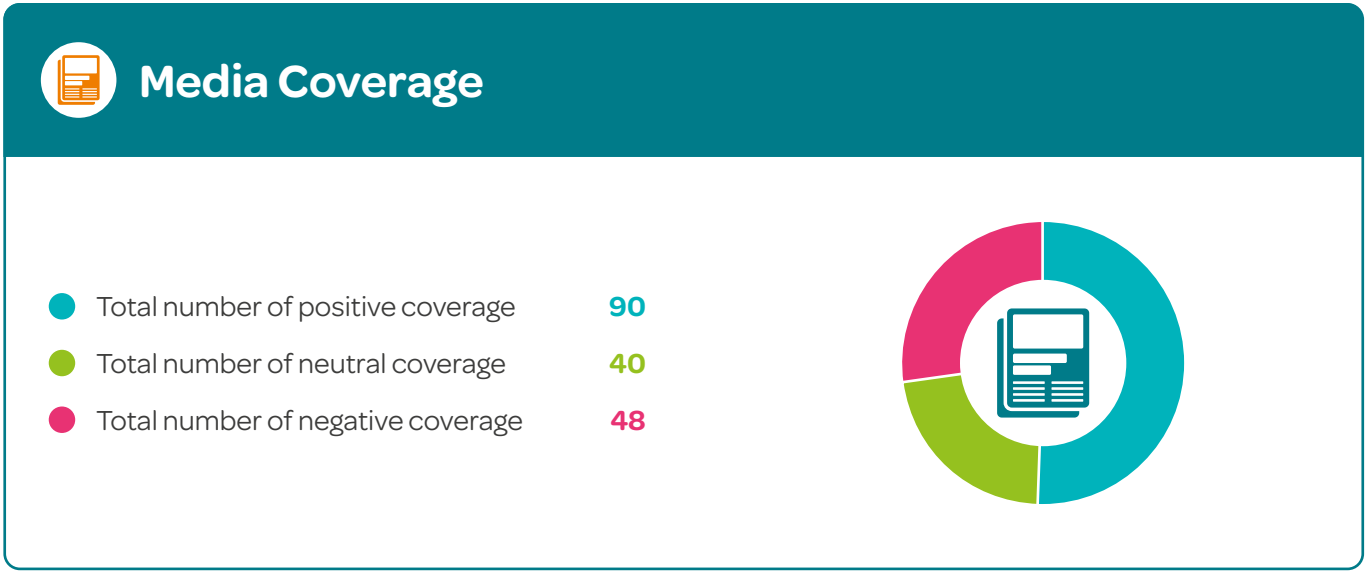
Transforming shared spaces with residents

This year, we completed the transformation of a long-disused area on the Lansbury North Estate, turning the former play space on Broomfield Street into a vibrant community space shaped by local residents.

Working closely with the Lansbury South and North Estate Board, residents helped design a greener, safer and more welcoming environment that reflects local priorities. Together, they identified key improvements, including restoring seating, introducing climate-resilient planting to enhance biodiversity, and incorporating natural features that encourage informal play and relaxation.

The project was delivered in partnership with Hubbub, Breaking Ground and R-Urban, combining community knowledge with specialist expertise in sustainable place-making.

The revitalised space is now providing residents with an attractive, accessible place to meet, relax and enjoy nature. It demonstrates the value of resident-led decision-making and partnership working in creating neighbourhood improvements that strengthen community pride, support biodiversity and make our estates better places to live.



Community support and services

249
Local people in jobs

822
People completed accredited training

561
Volunteers

26,963
People accessing health related activities

9,537
Engaged in events



4,162
Young people engaged in youth service

243
People supported by Safeguarding

Building digital confidence across our community

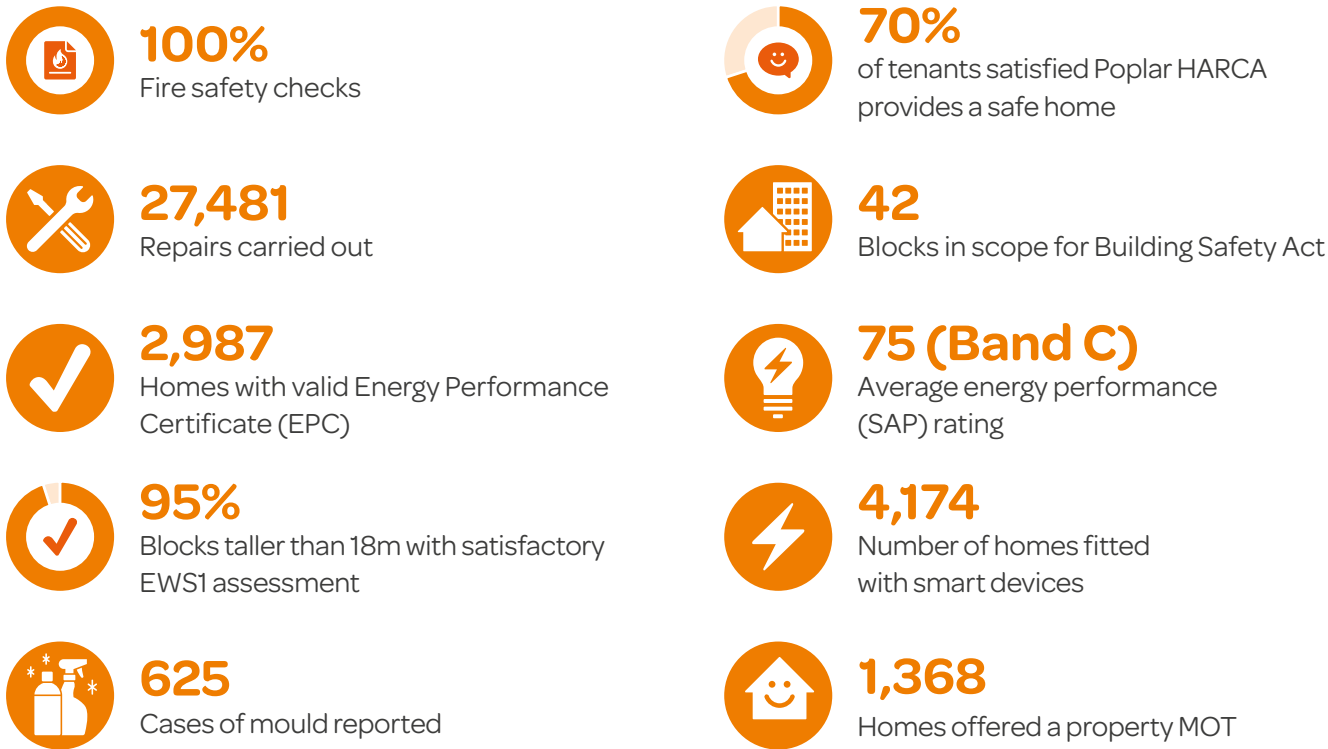
This year, our Digital Skills team continued to help residents build the confidence and skills they need to thrive in an increasingly digital world. Part of our Employment and Training hub, The Hive, the team provides tailored one-to-one support, group workshops and community outreach, helping residents access online services, improve their digital skills and stay connected.

From setting up email accounts and online banking to applying for benefits and accessing essential services, support is designed around each individual's needs. Working alongside a dedicated team of Digital Champions and volunteers, we have expanded outreach by delivering training in local community venues, making sessions more accessible for residents who may otherwise face barriers to attending.

We have also distributed hundreds of free laptops and worked with local partners to deliver inclusive digital skills training for residents with additional needs, helping to increase confidence, independence and digital inclusion. Looking ahead, the programme will continue to explore new opportunities, including introducing residents to emerging technologies such as 3D printing, creating new pathways for creativity, learning and income generation.



Safety and sustainability



Investing in healthier, more energy-efficient homes

This year, we continued to invest in improvements that make homes healthier, more comfortable and more affordable to run. As part of this work, we installed new energy-efficient extractor fans and LED lighting in residents' homes.

The continuously running extractor fans help manage moisture caused by everyday activities such as cooking and showering, reducing the risk of damp, mould and condensation. Operating automatically, they maintain good airflow while using very little energy, helping to create healthier living environments.

We have also been replacing older lighting with long-lasting LED fittings throughout our homes. LEDs use significantly less electricity than traditional bulbs, reducing energy costs for residents while requiring less maintenance due to their longer lifespan.

These improvements support our commitment to investing in the quality of our homes, improving residents' wellbeing and reducing environmental impact. By combining better ventilation with energy-efficient technology, we are helping residents benefit from homes that are drier, brighter and more affordable to live in.

Homes

82
Affordable homes for rent

162
Affordable homes let

 Total new homes built when regeneration completes



New homes on the way

The next phase of Aberfeldy Village started on site this year and will deliver 258 new homes. At Stroudley Walk, we've created new shops, a pocket park, improved public spaces and a community café. We also secured full planning approval, a section 106 agreement and a compulsory purchase order to bring forward the exciting Teviot regeneration scheme. 95% of Balfron Tower is now let, bringing homes back into use.



 Teviot	1,928
 Aberfeldy Masterplan	1,539
 Crisp Street	451



Planning approval secured for the Teviot regeneration

This year marked a significant milestone for the Teviot regeneration, with Tower Hamlets Council granting planning permission for our community-led partnership with The Hill Group.

The approved plans will deliver 1,928 new homes, including 508 affordable homes, alongside new green spaces, community facilities, play areas, shops, cafés and improved public spaces. Existing social rent residents within the regeneration area will have the opportunity to remain on social rent in the new neighbourhood if they choose.

The regeneration has been shaped through years of engagement with residents, ensuring the masterplan reflects local priorities and aspirations. This collaborative approach has created a shared vision for a safer, greener and more inclusive neighbourhood.

Development will be delivered in four phases, with the first phase beginning in 2026 and providing 475 new homes, 44% of which will be affordable. Alongside new homes, the programme includes wider investment in parks, community facilities and the Limehouse Cut, creating lasting social, environmental and economic benefits for current and future generations.

Delivering homes designed for every family

This year, we completed 82 new affordable rented homes at Stroudley Walk in Bromley-by-Bow. The development provides high-quality homes for local families, including 10 accessible properties, two of which have been specifically designed to support autistic residents.

Developed in partnership with Tower Hamlets Council, the autism-friendly homes incorporate thoughtful design features that promote safety, independence and wellbeing, including enclosed staircases, secure kitchens and carefully integrated sensor taps. These homes demonstrate how inclusive design can help meet the diverse needs of residents while enabling families to live more independently.

The wider regeneration of Stroudley Walk will deliver **274 new homes**, alongside new shops, green spaces and a community hub, creating a vibrant and sustainable neighbourhood. The project has also generated wider social value through careers activities for local students, work placements, volunteering and support for community wellbeing initiatives, ensuring benefits extend beyond the new homes themselves. .



Creating affordable homes where communities can thrive

This year, we welcomed the first residents to One Thames Quay, delivering 40 affordable rented homes and 31 shared ownership homes on the Isle of Dogs in partnership with Chalegrove Properties and Tower Hamlets Council.

By working in partnership with developers and the local authority, we continue to deliver high-quality homes that not only address housing need but also create inclusive neighbourhoods where residents can feel safe, connected and proud to call home.



“Moving here has given us more privacy, space and a real sense of community. Having my own room and getting to know neighbours has made a huge difference to our lives.”

Bianca

Generating income and value

**725**
Market rent homes

**£5.4m**
Income generated from market rent

**56**
Properties sold

**£17.5m**
Income from sold properties

**19**
Right to buy (RTB)

**3**
Right to acquire (RTA)

**28**
Properties that couldn't be re-let

**6**
Shared ownership sold

**£6.9m**
Invested in community services

**£3.2m**
Community funding secured

**£9.9m**
Social value generated

**£4.4m**
Employment and training

**£1.8m**
Health and Wellbeing

**£3.7m**
Youth Service



 Opening up the Limehouse Cut for the community

This year, we celebrated the opening of a new community pontoon on the Limehouse Cut, creating a welcoming gateway to the water and an early benefit of the Teviot regeneration programme.

Delivered with support from the London Marathon Foundation and Teviot Regeneration LLP, the pontoon will enable more residents to take part in water-based activities, improve access to local blue spaces and encourage healthier, more active lifestyles. It also provides a permanent home for community initiatives such as the Oar and Explore women's boat club, helping more people build confidence, learn new skills and connect with others.

The project also delivers environmental benefits, with newly planted reed beds enhancing biodiversity along the canal.

The pontoon demonstrates our commitment to ensuring regeneration delivers tangible benefits from the outset. By working in partnership with residents, community organisations and local stakeholders, we are creating inclusive public spaces that strengthen wellbeing, foster community connections and help more people enjoy the natural assets on their doorstep.

We need talented people to want to work for us. People who live by our values and are motivated by our purpose.

COMMITTED WORKFORCE HIGHLIGHTS



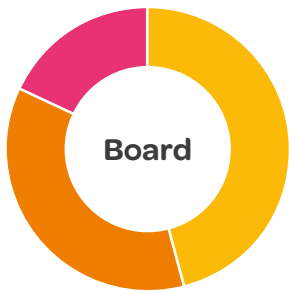
About our team

Equality, Diversity and Inclusion (EDI) monitoring stats.

Age



20-24	3%
25-34	19%
35-49	46%
50-59	17%
60-64	10%
65+	5%

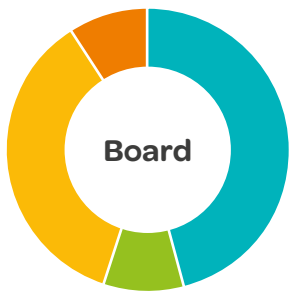


20-24	0%
25-34	0%
35-49	46%
50-59	36%
60-64	18%
65+	0%

Ethnicity



Asian	29%
Black	19%
White	44%
Other	7%
Unknown	1%

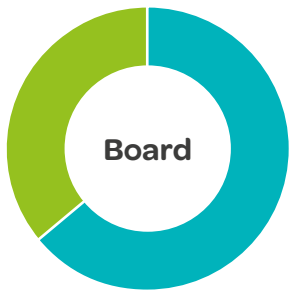


Asian	46%
Black	9%
White	36%
Other	9%
Unknown	0%

Gender



Female	46%
Male	54%



Female	64%
Male	36%

Disabilities

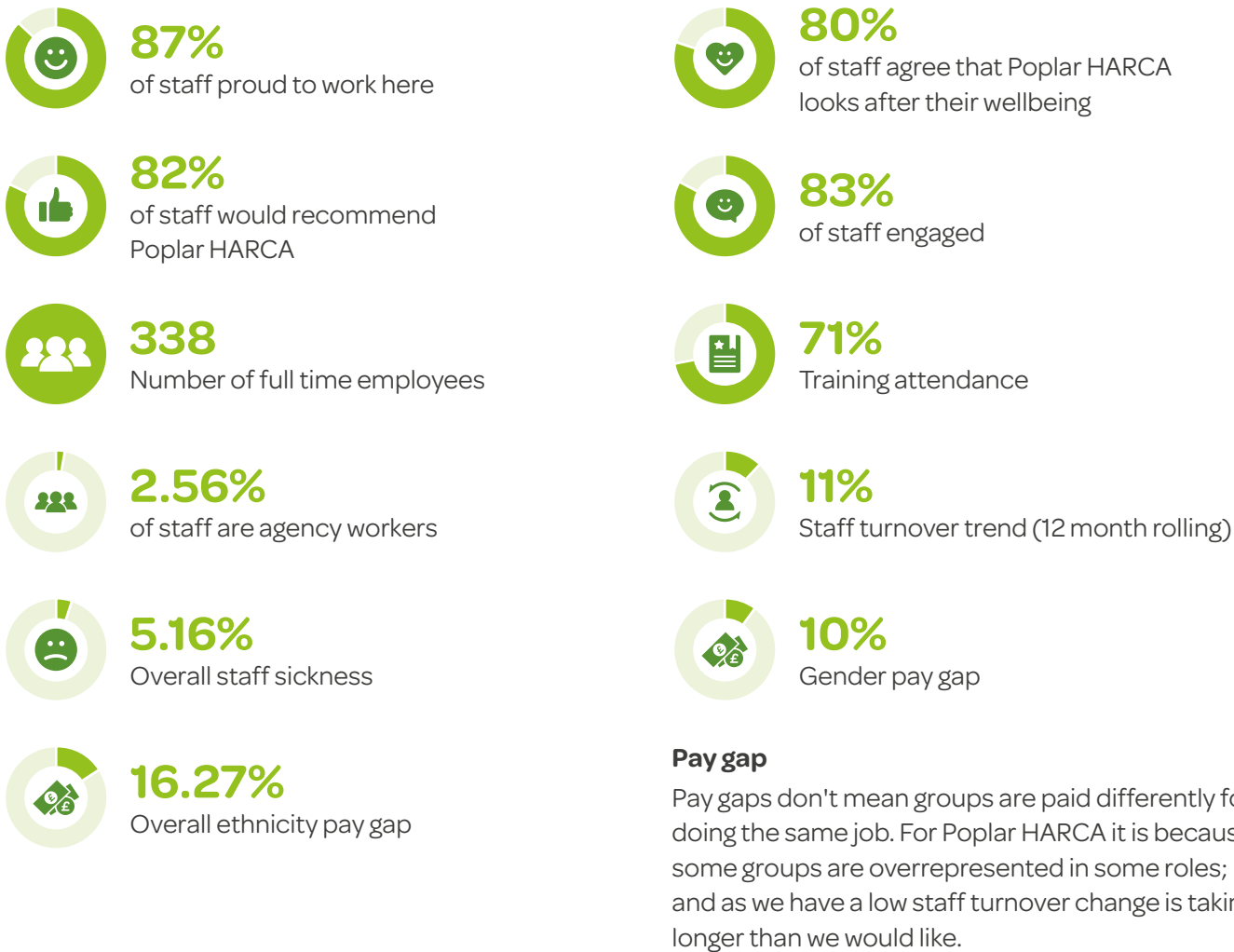


Yes	4%
No	96%



Yes	0%
No	100%

Committed workforce



 Celebrating outstanding community service

Engagement Manager Dave Tull received a Tower Hamlets Civic Award in recognition of his exceptional voluntary service to the local community.

Alongside his role at Poplar HARCA, Dave dedicates his own time to supporting residents across the borough, particularly older people and those who may be isolated or in need of extra help. His volunteering includes delivering food shopping, assisting residents with medical appointments and home moves, carrying out DIY projects, and supporting local charity initiatives.

Dave also leads community activities that bring residents together, from neighbourhood garden clear-ups to fundraising events that have raised thousands of pounds for local causes, including food security, mental health and emergency support. Through intergenerational projects, he has helped create opportunities for younger and older residents to connect through shared activities such as gardening, storytelling and cultural events.

Dave's award recognises not only his personal commitment to the community, but also the values of partnership, inclusion and neighbourhood support that underpin our work every day.

Financial capacity determines what we can achieve, and how long it will take us to achieve it.

STRONG FOUNDATIONS HIGHLIGHTS



Strong foundations

 100% Statutory compliance	 G1 V2 C1 Regulator rating
 A- Investment grade with a stable outlook Fitch rating	 28% Operating margins
 £9,138 Social housing cost per unit	 £17.5m Total sales
 £97.2m Total turnover	 £27.4m Total operating surplus
 £239m Net assets	 £6.9m Community investment
 £3.1m Community funding secured	 £9.9m Social value generated

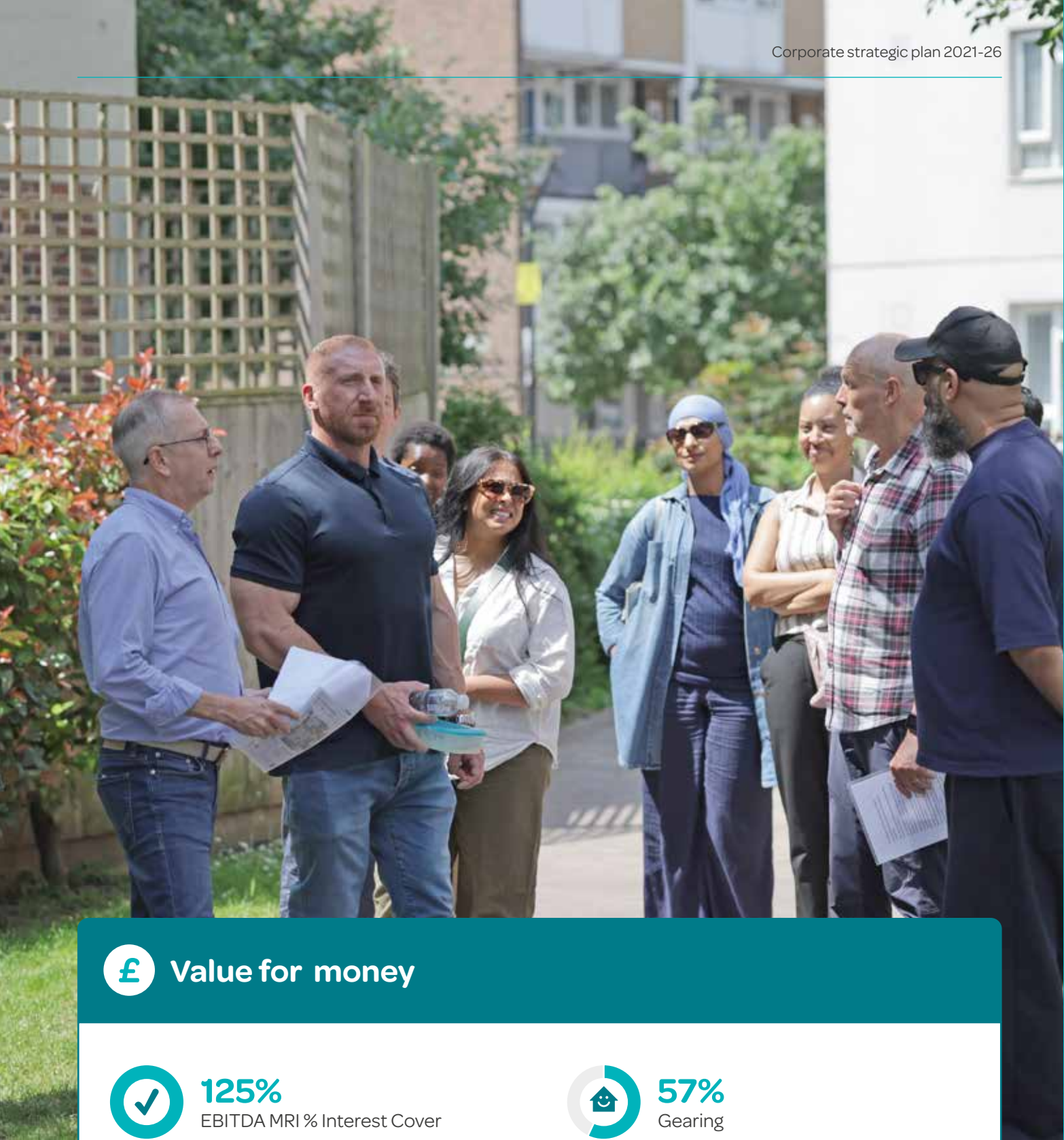
Achieving the highest consumer standard

In May 2025, we achieved a **G1 V2 C1** grading following an In-Depth Assessment by the Regulator of Social Housing, providing independent assurance that we are well governed, financially resilient and delivering high-quality services for residents.

The assessment recognised the strength of our governance, our ability to manage financial risk and our commitment to putting residents at the heart of decision-making. It also highlighted our robust approach to health and safety, maintaining quality homes, delivering responsive repairs, tackling antisocial behaviour and using resident feedback to drive continuous improvement.

The regulator engaged extensively with our organisation, reviewing our performance, meeting with residents and colleagues, and observing our governance in action. Achieving the highest consumer grading reflects the dedication of our teams and the strength of our partnership with residents.

While we are proud of this achievement, we remain focused on continuous improvement, listening to residents and investing in our homes and services to deliver even better outcomes for our communities.



£ Value for money



125%

EBITDA MRI % Interest Cover



57%

Gearing



4%

Return on capital employed



98.9%

Occupancy



100.2%

Rent collected



£9,138

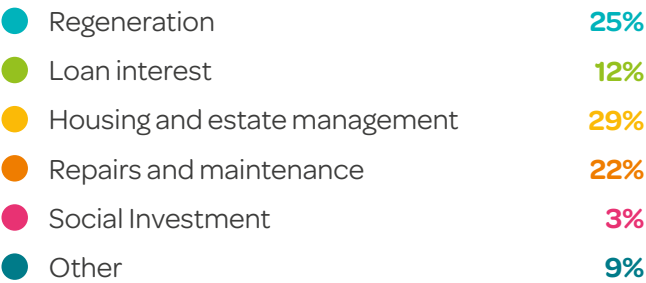
Social housing cost per unit



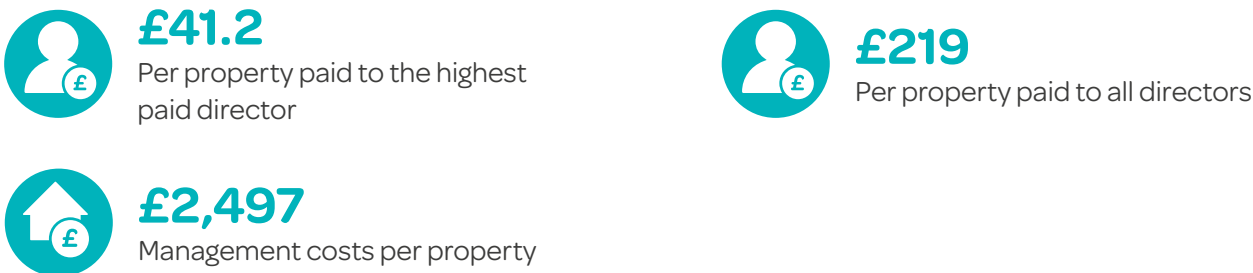
Value for money examples



How we spend our money



Directors remuneration and management costs





Want to get involved?

There are lots of local people giving time and energy to making this a great place to live.

You can join them... opportunities advertised at **poplarharca.co.uk /get-involved**

-  **177** people involved with our Board, Committees, Estate Boards and Gatherings Groups
-  **1,058** residents involved with consultations, listening campaigns, door knocks and resident steering groups
-  **4,444** residents involved with surveys, resident testing groups, service reviews and feedback

Board and committees

Local people with skills, knowledge and experience are always sought to join our Board and Committees to help set Poplar HARCA's strategic direction.

If you live or work in Tower Hamlets, are committed to community-driven decision making, and have an interest in great governance, we'd very much like to hear from you.

Visit **poplarharca.co.uk** and search governance

Volunteering

We offer a variety of volunteering opportunities to suit all sorts of interests, career aspirations and experience.

Visit **poplarharca.co.uk** and search volunteering

Youth Empowerment Board

- Our community needs young people to step forward and speak up. Talk to us if you're interested in where you live, keen to influence, aged 16-21, and have opinions on how things should be.
- ▶ A meal and refreshments at every monthly session
 - ▶ Personal development and employability skills
 - ▶ Trips to meet professionals in their work spaces, to gain insight into different industries
 - ▶ Free residential event
- #CreateRealChange

Interested? We'd love to hear from you.
✉ **katy@wearespotlight.com**

Estate Boards and Gathering Groups

Neighbours have been coming together to hold us to account, help us improve and have their say since Poplar HARCA was set up in 1998.

Find out how you can join in.
✉ **dave.tull@poplarharca.co.uk**

Resident Steering Groups (RSGs)

Big changes are happening on the Teviot and Aberfeldy estates. The residents affected by the changes are crucial to making sure that the decisions taken about where they live are the right decisions.

Contact Fintan on **07852 998 909** to find out more. New members can join any time.



