

CAMPBELL  
TICKELL



PEAKS & PLAINS  
Housing Trust

# Chair of Audit Committee Audit Committee Co-optee

**Recruitment pack**

January 2025

## Your application

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Thank you very much for your interest in these two posts at Peaks & Plains Housing Trust - Audit Committee Chair and Audit Committee Co-optee. 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 Peaks & Plains 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. 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](http://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, Wednesday 5<sup>th</sup> February 2025.** Please ensure we receive your application in good time.

Do call 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,

*Isabella Ajilore*

**Search Consultant, Campbell Tickell**  
**07572 166 417**

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## Welcome to Peaks & Plains Housing Trust

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I am very pleased you are considering joining us at Peaks & Plains in one of these two key roles - Chair of our Audit Committee, or Co-optee to the Audit Committee. We are all very much looking forward to welcoming new colleagues to our team. We are an organisation that feels very close to the communities we serve, and we know that the quality of our work makes a critical difference to the lives of so many people in the area.

It is fair to say that we have experienced some serious challenges over the past 4 years but are now a stronger and more resilient organisation as a result of improvements we have made. We returned to a 'G1' governance rating from the Regulator of Social Housing in 2023 (the highest rating possible) and we have agreed a new forward and outward facing corporate plan setting out what we aim to achieve, and our vision, for 2028.

So we are excited to be recruiting three new Board and Committee members as some colleagues reach the end of their tenure with us (the third role, Board member, is detailed in a separate recruitment pack), at a time when we are ready to build from a strong foundation and further improve our business, driving forward on the objectives laid out in the new plan. As a Board, we are ambitious and positive about our future, and excited to welcome new colleagues to help us guide and steer the organisation through the next stage of our evolution.

The Audit Committee's role is to provide scrutiny and oversight of the Trust's internal control, risk management and assurance arrangements. The work of the Committee is a critical part of how we make sure that we can deliver on our ambitions sustainably and keep the Trust safe and well governed.

For these roles we are seeking:

- Audit Committee Chair. We seek an individual with solid Board experience who brings a strong understanding of strategic risk, and who is well versed in the principles of good governance. You do not need to be an accountant, although financial literacy is essential, and we are happy to hear from candidates who bring professional experience from outside the housing sector. The Committee Chair will also be a full Board member.
- Audit Committee Co-optee. For this role we are seeking a qualified accountant who wishes to contribute at Committee level, without the commitment of being a full Board member. We seek experience in a senior finance role but are open to the sector in which it was gained and are happy for this to be your first non-executive role.

Thank you for your interest in these roles and we very much look forward to receiving your application.

Best wishes,

*Jane McCall*

**Jane McCall | Chair**

## About Peaks & Plains Housing Trust

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Peaks & Plains Housing Trust is a profit-for-purpose housing association based in Macclesfield and working predominantly across Cheshire East and High Peak local authority areas. We own and manage over 5,000 homes and have an active development programme to provide new homes, including for shared ownership. Our housing stock is predominantly for general needs tenants, and we have a team of just under 200 colleagues. Our turnover in FY2023/24 was c. £32m.

We are currently rated as a G1/V2 organisation by the Regulator for Social Housing, and we are an exempt charity, registered with the FCA under the Co-operative and Community Benefit Societies Act 2014. Peaks & Plains Housing Trust has two subsidiaries – DevCo and TradeCo, both established in 2015.

The Trust reviewed and updated its values in 2022, and in 2023 the Board took a fresh look at the Trust and its strategic priorities. This review took into account our changed circumstances, the needs of our customers and local communities, the wider challenges faced by both the Trust and the housing sector and the opportunities these presented.

### Our priorities

- Be a great landlord
- Be a resilient organisation
- Create great places to live



**Our purpose:** Working together to provide safe homes and thriving communities.

### Values

The Trust's long-term strategy and everyday operations are underpinned by our values, which have been reviewed and revised in consultation with staff; these values guide the culture at the Trust.

- **We are one team with one goal.** We are open and honest with each other so that we can work together to make things better for our customers and the Trust. We do not work in silos.
- **We are solution focused.** We come up with ideas and find answers and efficiencies wherever we can. When we mess up we say sorry, learn from it, fix it and crack on. We act and keep things moving.
- **We are customer focused but business minded.** We take pride in our homes and our work and we give our customers the service and value for money we'd expect ourselves. We always try to do more with less.
- **We are reliable and do the right thing.** Even when no-one is looking and we speak up if something doesn't feel right – even when that means a tricky conversation. We don't leave loose ends or unfinished work for someone else to sort out.
- **We are respectful and celebrate our differences.** We are fair and we respect our differences so that we all thrive and feel at home – at work.

### Other key information

- Shaping our Future- Corporate Plan 2023–28 [here](#).
- Information on our executive team is available [here](#).
- Report and Financial Statements for the year ending March 2024 [here](#).



PEAKS & PLAINS  
Housing Trust



## Our Board & Committee members

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### **Jane McCall (Chair)**

Jane took up the position of Chair on 1 May 2020. Her executive career has been spent in social housing including as Executive Director of Neighbourhoods at Trafford Housing Trust. She has also been a Non-Executive Director for the Office for Legal Complaints (the Legal Ombudsman), was Deputy Chair at the University Hospital South Manchester (Manchester Foundation Trust) and served for 5 years at the House of Commons Commission. Jane is also a Non-Executive at the Information Commissioner's Office and Chair of Tameside and Glossop Integrated Care Foundation Trust.

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### **Alison Hadden (Vice-Chair)**

Alison joined the Trust's Board in June 2020 and is the former CEO of Paradigm Housing, and former successful interim CEO and Executive at a number of housing associations. She was Vice-Chair of Yorkshire Housing, Chair of Stafford and Rural Homes and, following the successful merger, the Housing Plus Group. Currently, Alison is Chair of Auxesia Homes and Chair of Heyford Regeneration Ltd., and recently became a Board member at Broadacres Housing Association.

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### **Anthony Read (Chair of Audit Committee & Senior Independent Director)**

Anthony joined Peaks & Plains in 2018 as a co-optee to the Audit Committee and was subsequently appointed to the Board in 2019. He had a long career in the banking sector and in 2013 set up his own business providing advice to small and medium sized businesses on matters such as strategic business issues, budget management and performance management. He has held a number of non-executive Board roles for a range of SME's. He is currently Chair of Lincolnshire Housing Partnership.

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### **Guy Johnson**

Guy is a highly experienced finance professional who has worked across a variety of public and private sectors. He has held several roles within social housing, at both an Executive and Non-Executive level and has recently worked with First Choice Homes Oldham and Riverside Group. He is currently Interim Director of Finance & Corporate Resources at Eden Housing Association in Cumbria. Guy joined the Trust's Board in June 2020.



**Fiona McAuley**

Fiona is a development consultant with over 35 years of development experience within the public and private housing sector, having been involved in the delivery of around 5,000 affordable homes involving social housing and multi-tenure development. She joined the Board as a co-optee member in 2020 and was appointed as a full member of the Board in October 2021 and is Chair of the Trust’s subsidiary Peaks & Plains Devco Ltd.



**David Blanchard**

David has held such Board roles in a wide range of infrastructure companies. He joined the Board in October 2021. He is a Director at Pario, a specialist asset management company, delivering infrastructure projects including social housing. Previously he was Investments Director at Balfour Beatty Investments following similar roles in other companies. He also has over 15 years’ experience at KMPG within its corporate finance and public sector audit and advisory teams.



**Paul Clennell**

Paul joined the Trust’s Board in May 2024. He is an experienced technologist who has worked across a variety of public and private sector roles. Since joining dock10 in December 2009 as Chief Technology Officer, Paul has been responsible for technology strategy and delivery at MediaCityUK – developing and supporting its vision of becoming a leading international hub for the creative and digital sectors and home to the UK’s best loved television programmes.



**Shaun Harley**

Shaun is an executive director at Lincolnshire Housing Partnership, responsible for people, change, digital and communications. Previously, he was a corporate director with Homes England, where he played a central role in re-purposing the government’s housing investment agency to get more affordable homes built. Shaun is passionate about social housing, regeneration and building cultures that help others to thrive. He joined the Board in October 2023.



**Shahida Latif-Haider (Co-optee Audit Committee Member)**

Shahida is a Chartered Accountant who has worked in the housing sector for over 20 years. Currently the Executive Director of Resources at Wythenshawe Community Housing (WCH) Group Limited, she has a wealth of experience in finance, compliance, risk management, assurance, governance and health and safety. She is also responsible for Governance and is the Company Secretary for all of the WCH Group entities.



## Audit Committee Chair - role profile

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### Role summary

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The Chair's overall purpose is to ensure that the Committee works effectively to fulfil its duties and responsibilities as set out in its Terms of Reference.

In addition to fulfilling the overall role as a Board member, (the responsibilities for which are set out in a separate document, [here](#)) the Chair of the Audit Committee has a specific role and distinctive responsibilities.

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### Responsibilities

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1. Lead the Committee in its scrutiny and oversight of the Trust's internal control, risk management and assurance arrangements.
2. Chair meetings of the Committee effectively, enabling its business to be conducted efficiently and enabling all Committee members to actively contribute to discussions and decision making.
3. Ensure that the Committee and its members conduct themselves in line with the Trust's Code of Conduct.
4. Develop effective working relationship with internal and external auditors to maximise their usefulness to the Committee and to ensure they can provide timely and appropriate advice, support and assurance to the Committee.
5. Ensure that the Committee obtains appropriate legal and other professional advice to supplement information provided by the Executive Team and other staff, in order for it to conduct its business effectively and with appropriate independence.
6. Liaise with the Executive Director Resources and Governance Manager/Company Secretary in agenda planning for the Committee's meetings to ensure that matters are considered at the appropriate time and that sufficient, accurate, timely and clear information is provided to inform discussion and decision making.
7. Ensure that the Committee has regard to the relevant provisions in the NHF Code of Governance in the discharge of its duties.
8. Take decisions delegated to the Chair in accordance with the provisions in the Standing Orders (Urgency Procedure).
9. Assist in the identification of training needs for the Committee as a whole and for individual Committee members.
10. Liaise with the Board Chair to:
  - a. ensure co-ordination of activities of all parts of the Trust's governance structure.
  - b. consider how emerging issues might be best considered by the Board or its Committees.
  - c. identify potential topics for discussion at informal Board development sessions & away days.
  - d. provide informal feedback on the operation of the Board and its Committees and challenges they face.
  - e. support the Chair in his/her annual duties relating to Board and committee members, such as carrying out member appraisals.
11. Ensure that the Committee's decision always reflect the Trust's ethos and values.
12. Act with the highest levels of integrity and ethical leadership.

# Audit Committee Chair - person specification

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## Knowledge and experience

- Strong understanding and experience of managing strategic risk in an organisation of a comparable scale and complexity.
- Excellent financial literacy (accountancy qualification not required).
- Good knowledge of the principles of good governance, with recent or current NED track record from a regulated sector.
- Insightful about Board and Executive roles and relationships; understands this interface to support an effective framework of decision making and accountability.
- Clear understanding of the role of Chair, knows how to make meetings effective and dynamic.
- Understanding of and commitment to equality, diversity & inclusion.

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## Skills and abilities

In addition to specific skills and experience, the Audit Committee Chair must also be:

- Able to listen to a wide range of contributions, challenge constructively and achieve consensus in collective decision making.
- Committed to the purpose of the organisation, have personal values aligned to those of Peaks & Plains and who demonstrate high standards of integrity.
- Able to think and act strategically.
- Willing to seek and analyse significant amounts of critical information to reach balanced judgements.
- Pragmatic, making independent and critical judgments and assess the risks of proposed courses of action or inaction.
- Emotionally intelligent to the feelings and thoughts of others.
- Able to influence the opinions of others based on the critical analysis of information.
- Able to develop and maintain effective relationships with other stakeholders, including other Board members, staff and customers.
- Confident in their opinions and exert sufficient self-control, understanding that consensus must be reached based on compromise.
- Dedicated to having a positive impact on society and the areas in which Peaks & Plains operates.
- Willing to devote the necessary time to their duties.

## Audit Committee Co-optee - role profile

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### Purpose of Role

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The Audit Committee Co-optee's overall purpose is to provide independent scrutiny of, and challenge to, the Trust's risk, control and assurance framework and to contribute to the Committee's discussion, scrutiny and challenge in all other areas within the Committee's remit.

The role of the Co-optee is designed to supplement the skills and experience of other members and to ensure that the Audit Committee collectively has a breadth of relevant technical knowledge.

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### Responsibilities

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A Co-optee is, together with other members of the Audit Committee, responsible for:

- Ensuring appropriate internal controls are in place and maintained, monitoring the overall effectiveness of the risk and assurance framework.
  - Ensuring appropriate arrangements for internal and external audit, for overseeing their effective operation, reviewing audit reports and monitoring the implementation of recommendations.
  - Receiving and reviewing tenant scrutiny reports prior to their presentation to the Board and monitoring the implementation of review recommendations.
  - Reviewing the Trust's annual accounts/financial statements (including subsidiary accounts) and recommending them to the PPHT board for approval.
  - Ensuring that the Trust has adequate insurance policies and practices to minimise exposure to potential losses and ensuring assets & resources are subjected to acceptable level of insurable risk.
  - Overseeing the Trust's policies and arrangements relating to probity including anti-fraud and anti-money laundering arrangements.
  - Overseeing the Trust's policies and arrangements for procurement.
  - Ensuring that the Trust has appropriate arrangements in place for good data governance and security.
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# Audit Committee Co-optee - person specification

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## Knowledge and experience

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- Understanding of the constraints of working in the social housing sector or similar regulatory environment.
  - An accountancy qualification and senior-level experience in strategic finance and/ or audit roles.
  - Current or recent (within three years) knowledge and experience of some or all of the following:
    - Risk management
    - Audit
    - Internal controls assurance
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## Skills and abilities

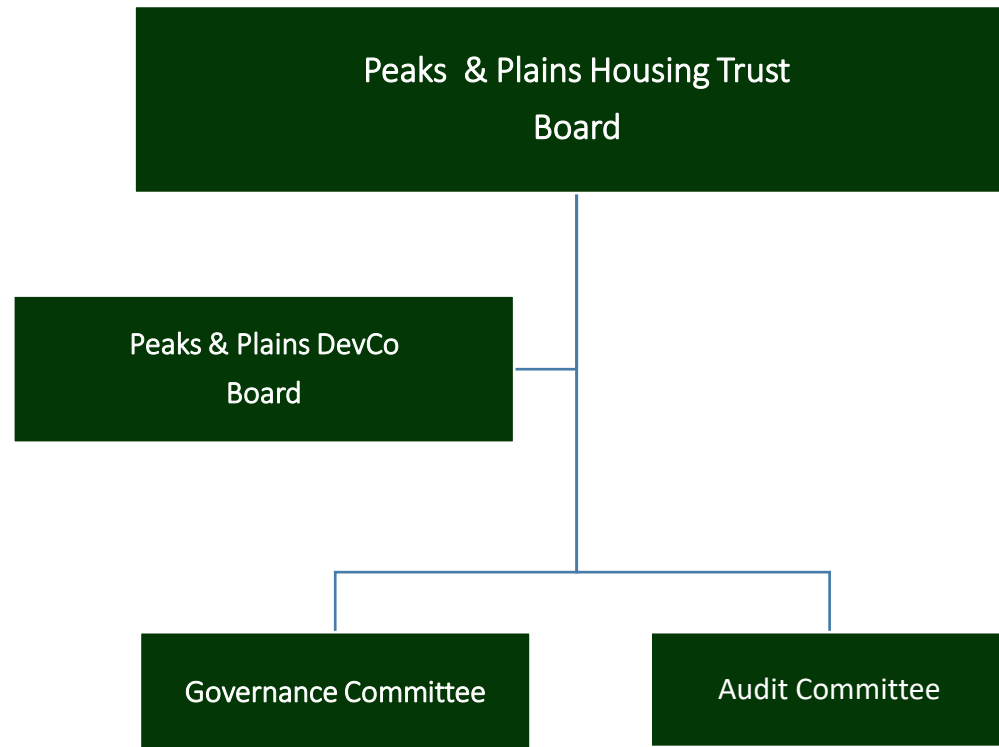
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In addition to specific skills and experience, you should also be:

- Committed to the purpose of the organisation, have personal values aligned to those of Peaks & Plains and demonstrates high standards of integrity.
  - Able to think and act strategically.
  - Willing to seek and analyse significant amounts of critical information to reach balanced judgements.
  - Pragmatic, making independent and critical judgments and assess the risks of proposed courses of action or inaction.
  - Emotionally intelligent to the feelings and thoughts of others.
  - Able to influence the opinions of others based on the critical analysis of information.
  - Able to develop and maintain effective relationships with other stakeholders, including other Board members, staff and customers.
  - Confident in their opinions and exert sufficient self-control, understanding that consensus must be reached based on compromise.
  - Dedicated to having a positive impact on society and the areas in which Peaks & Plains operates.
  - Willing to devote the necessary time to their duties.
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## Structure chart

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The group also contains a subsidiary, Peaks & Plains TradeCo, which is currently dormant.

## Key terms and conditions

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### Remuneration

The roles are remunerated as follows:

- Audit Committee Chair £8,215 pa.
- Audit Committee Co-optee £3,500 pa.

The Trust will also reimburse all reasonable travel and subsistence expenses incurred by Board and Committee members for attending Board and committee meetings and other agreed events and meetings.

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### Time Commitment

Board and Committee members are expected to have the capacity to be able to commit to fulfilling their duties and responsibilities as effectively as possible. As a guide, we estimate that the time commitment will be:

- Audit Committee Chair - up to 20 days a year to the role
- Audit Committee Co-optee - up to 10 days a year to the role

Board and committee meetings are usually held in the evenings on a Tuesday (please see p16). Board meetings are currently held every two months, with committees meeting 4 times a year.

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### Period of appointment

Board and Committee members are usually appointed for a three-year term initially, potentially renewable once to a maximum of six years. Board skills and competencies are reviewed regularly, and all Board and Committee Members are appraised each year.

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### Location

Meetings are usually either held at the Trust's offices in Macclesfield or virtually/via digital conferencing. Occasional regional and national travel to attend conferences etc., may be necessary.

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## Key dates and the selection process

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**Closing date: 9am, Wednesday 5<sup>th</sup> February 2025**

The client meeting to agree longlisted candidates will take place on Tuesday 11<sup>th</sup> February. We will be in touch to let you know the outcome of your application by the end of this week.

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**First interviews: Tuesday 18<sup>th</sup>, Wednesday 19<sup>th</sup> or Thursday 20<sup>th</sup> February 2025**

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held online.

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**Final interviews:**

- **Chair of Audit Committee: Wednesday 5<sup>th</sup> March 2025**
- **Audit Committee Co-optee: Wednesday 19<sup>th</sup> March 2025**

Shortlisted candidates will be interviewed by a Peaks & Plains panel, and we hope that the new Audit Committee Chair will be involved in the selection of the Committee Co-optee.

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## Board and committee meeting dates 2025-26

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<b>Date</b>	<b>Time</b>	<b>Type of Meeting</b>
15 April 2025 (TBC)	4.00pm	Board Development / Discussion / Training Session
6 May 2025	4.00pm	Audit Committee
13 May 2025	4.00pm	Board Meeting - Business Plan Review
20 May 2025	2.00pm	DevCo Board
20 May 2025	4.00pm	Board Meeting
03 June 2025	4.00pm	Governance Committee
25/26 June 2025 (Weds/Thurs)	TBC	Board Away Day(s)
15 July 2025	4.00pm	Audit Committee
29 July 2025	2.00pm	DevCo Board (Accounts sign-off)
29 July 2025	4.00pm	Board Meeting (incl. Accounts sign-off)
09 September 2025	4.00pm	Governance Committee
30 September 2025	4.00pm	Board Meeting
14 October 2025	4.00pm	Audit Committee
04 November 2025	4.00pm	Board Development/Discussion/Training Session
25 November 2025	4.00pm	Board Meeting
09 December 2025	4.00pm	Governance Committee
11/12 December 2025 (Th/Fri)	TBC	Board Away Day(s)
27 January 2026	4.00pm	Board Meeting
10 February 2026	4.00pm	Audit Committee
24 February 2026	4.00pm	Board Development / Discussion / Training Session
10 March 2026	2.00pm	DevCo Board
10 March 2026	4.00pm	Governance Committee
31 March 2026	4.00pm	Board Meeting



**Audit Committee Chair - £8,215 pa**

**Audit Committee Co-optee - £3,500 pa**

**Board Member - £5,925 pa**

**North west (Cheshire)**



**PEAKS & PLAINS**  
Housing Trust

We are a profit for purpose housing association making a significant impact in the communities we serve, managing over 5,000 homes, across Cheshire and the High Peak area. We have a good track record of delivering new developments, expanding the supply of much needed social housing in our region, and for investing in our existing homes, with continued safety and improved energy efficiency being ongoing high priorities.

At Peaks & Plains, we are proud of the work we do and feel close to the communities we serve, but we know there is always more to do. With an ambition to deliver more for our customers, we are excited to recruit three motivated and passionate new Board and Audit Committee colleagues to join us to help us deliver on that ambition.

We are a committed Board that values challenge and lively debate and you will be ready to engage with that culture, bringing the breadth and depth of your experience to the conversation around how we move forward as a business.

For these roles we are seeking:

- **Audit Committee Chair:** We seek an individual with solid Board experience who brings a strong understanding of strategic risk, and who is well versed in the principles of good governance. You do not need to be an accountant, although financial literacy is essential, and we are happy to hear from candidates who bring professional experience from outside the housing sector. The Committee Chair will also be a full Board member.
- **Audit Committee Co-optee:** For this role we are seeking a qualified accountant who wishes to contribute at Committee level, without the commitment of being a full Board member. We seek experience in a senior finance role but are open to the sector in which it was gained and are happy for this to be your first non-executive role.
- **Board member:** An experienced senior professional with a track record of leading on property repairs and maintenance and asset management within the housing sector. While Board experience is not essential, an understanding of the role of the Board and of good governance will be important.

You can download a job pack from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs).

For further discussion please contact: **Isabella Ajilore**  
[isabella.ajilore@campbelltickell.com](mailto:isabella.ajilore@campbelltickell.com) | 07572 166 417

**CAMPBELL  
TICKELL**

**Closes | Wednesday 5th February 2025 | 9am**

# CAMPBELL TICKELL

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Recruitment 020 3434 0990

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