



**PEAKS & PLAINS**  
Housing Trust

# Chair Recruitment pack

September 2025

**CAMPBELL  
TICKELL**



## Your application

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Thank you very much for your interest in this Chair post at Peaks & Plains 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 do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with one of us, 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 profile and person specification; again ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: [www.campbelltickell.com/jobs](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, Tuesday 14th October 2025.** Please ensure we receive your application in good time.

Do contact one of us 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**  
[Isabella.Ajilore@campbelltickell.com](mailto:Isabella.Ajilore@campbelltickell.com)

*Jim Green*

**Head of Executive Search and Selection, Campbell Tickell**  
[Jim.Green@campbelltickell.com](mailto:Jim.Green@campbelltickell.com)

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# Welcome to Peaks & Plains Housing Trust

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I am delighted that you are considering joining us at Peaks & Plains in this vitally important role. Our current Chair, Jane McCall, is due to retire from the Board in Spring 2026 and we are looking to appoint a Chair designate before she leaves the Board to allow us to have a smooth transition.

We are looking for an inspiring individual to steer the Trust over the next 6 years and who, with both staff and Board colleagues, will help us to fulfil our existing plans and to shape our future. We are now just over 2 years into delivering on our Corporate Plan 2023-2028. Like all housing organisations we face many challenges, but we think we have a positive future ahead.

If you have a strong commitment to social housing, strategic leadership skills, a collaborative and enthusiastic style, experience of chairing boards and/or committees and a good understanding of the challenges of working in a regulated sector, you may be just who we need!

We very much look forward to receiving your application.

*Alison Hadden*

**Alison Hadden**  
**Chair of Governance Committee & Vice-Chair of the Board**



Thank you for your interest in becoming the next Chair of the Board at Peaks & Plains Housing Trust. If you are successful in your application, I am sure that you would find the role as interesting and rewarding as I have.

It is fair to say that we have experienced some serious challenges over the past 5 years but are now a stronger and more resilient organisation as a result of the consolidation and improvement work we carried out over that time, and we are very positive about our future. We have further Board member recruitment to do in the New Year, as some of our more experienced Board members also reach the end of their terms of office, so you will oversee a period of change as well as be able to have a strong influence over the future direction and development of the Trust.

I have thoroughly enjoyed my time as Chair of the Trust, working with committed and enthusiastic staff and Board colleagues to improve our homes and services. We know that what we do makes a real difference to the lives of people in the communities we serve, and I am sure that, if you are appointed to the role, you will want to see that work continue.

Best wishes,

*Jane McCall*

**Jane McCall**  
**Chair of the Board**



## About Peaks & Plains Housing Trust

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 homes for shared ownership. Our housing stock is predominantly for general needs tenants, and we employ around 170 staff. Our turnover in FY2024/25 was c. £37m.

We are currently rated as a G1/V2 organisation by the Regulator of 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 (currently dormant).

**Our strategic priorities and vision for 2028** are set out in *Shaping our Future - Corporate Plan 2023–28*. [\[Click here to read\]](#)

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

### Our priorities

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

### 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

- Profiles of our Board members and Executive Team can be found [here](#).
- Our latest Annual Review [here](#), and our online annual review website [here](#).
- Our latest Report and Financial Statements [here](#).
- Our latest ESG report [here](#).













# Role profile

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## Introduction

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The Board Terms of Reference set out the key duties and responsibilities of the Board as a whole and Board members have a collective and individual responsibility to ensure that these are fulfilled.

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## Purpose

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- The Chair's primary purpose is to lead the Trust, in partnership with the Chief Executive, operating as an ambassador, champion and role model for the Trust, ensuring it is accountable to its stakeholders and championing the values of the Trust.
  - The Chair leads the Board, ensuring that the Trust's values are demonstrated through its actions and decisions and that principles of best practice governance are applied in the way the Board conducts itself.
  - The Chair also has a role in building the Board's capacity and capability to ensure the longer-term viability and sustainability of the organisation.
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## Key Responsibilities

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### Strategic Leadership

- Ensure that the Board sets the Trust's overall strategic direction and its vision and values
  - Ensure that the Trust is efficient and effective, complying with legal and regulatory requirements and best practice.
  - Embody the Trust's ethos and values and ensure that the Board upholds and promotes them and that all decisions are tested against them.
  - Promote good governance and ensure that the Trust has a governance framework, which is robust, and a Board which conforms to the highest standards of performance and conduct, complying with the Board's Code of Conduct and the Trust's adopted Code of Governance
  - Act with the highest levels of integrity and ethical leadership
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### Conduct of Board Business

- Chair meetings effectively, enabling members to express their views and ask questions and enabling appropriate debate before decisions are taken.
- In collaboration with the Chief Executive and Executive Directors and with support from the Company Secretary, agree and manage Board agendas and ensure all Board members receive accurate, timely and clear information, consider how emerging issues might be best considered by the Board or its Committees and identify potential topics for discussion at informal Board development and discussion sessions.
- Take decisions delegated to the Chair and other Board members in accordance with the provisions in the Standing Orders (Urgency Procedure), ensuring these decisions are reported to the Board.
- Ensure that the Board holds the Chief Executive and Executive team to account for the performance of the Trust's strategic plans, business plans and budgets.



## Developing an Effective Board

- Ensure, with the Chief Executive and Company Secretary, that a comprehensive induction programme is provided for all new Board members, and that subsequently members receive appropriate training and support to ensure that Board members individually and collectively are equipped to govern the Trust effectively.
- Ensure that the Board makes proper and appropriate arrangements for its own appraisal and that of Board members, including the Chair, and plans effectively for Board member succession.
- Ensure that the Board has effective delegations in place to Committees, the Chief Executive, Executive Directors and others to enable the effective operation of the Trust
- Ensure that the Board receives professional advice when it is needed, either from the Executive Team and senior managers or from external sources.
- Through liaison with other Board Members, in particular, Committee Chairs, and the Executive Management Team and Company Secretary ensure co-ordination of activities across all parts of the Trust's governance structure.

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## Working with the Chief Executive and Executive Management Team (EMT)

- Establish a constructive working relationship with, and provide support, advice and challenge for, the Chief Executive and Executive Team.
- Ensure that the Board makes proper arrangements to appraise the performance of the Chief Executive and to determine the remuneration of the Chief Executive and EMT members.
- When necessary, ensure that, in conjunction with other Board members, the Chief Executive is replaced in a timely and orderly manner, in line with the Trust's employment policies

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## Promoting & Representing the Trust

- Maintain good external communications and relationships, developing networks with key stakeholders (including Chairs of other Boards in the sector and relevant public and private sector bodies) and participate in conferences and events to develop understanding of the issues in the sector and promote the Trust's purpose and values.
  - Where appropriate and in liaison with the Chief Executive, represent the Trust in discussions with the Regulator of Social Housing regarding inspection or regulatory interventions.
  - Represent the Trust as an ambassador and spokesperson as required at key stakeholder events organised by the Trust and others.
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# Person specification

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## Knowledge and experience

- Strategic leadership experience, ideally in a customer facing and regulated setting.
  - Experience of chairing boards and/or committees and working effectively with a wide range of stakeholders.
  - Understanding of and commitment to the purpose and value of social housing.
  - Experience of operating effectively at senior levels within an organisation, and a proven ability in setting strategic goals, ensuring accountability for progress and influencing decision making.
  - Knowledge and experience of what constitutes good governance and working in line with those principles.
  - A track record of motivating senior teams to deliver a strategic vision
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## Skills and abilities

- Ability and vision to lead and represent the organisation, giving a clear sense of strategic direction and having the ability to develop positive relationships both internally and externally.
  - Ability to identify and evaluate risks and options to inform and influence strategic decisions.
  - Ability to inspire the Chief Executive to drive improvements and innovation in service delivery that benefits customers.
  - Excellent communication skills.
  - Ability to listen to others' contributions, challenge in a constructive way, build consensus through persuasive discussion and enable clear, balanced and informed decision making.
  - A strong understanding of the respective roles of the Chair, the Board, the Chief Executive and the Executive Team.
  - Ability to understand and analyse both written and numerical reports presented to the Board for decision and information and to draw out points for discussion.
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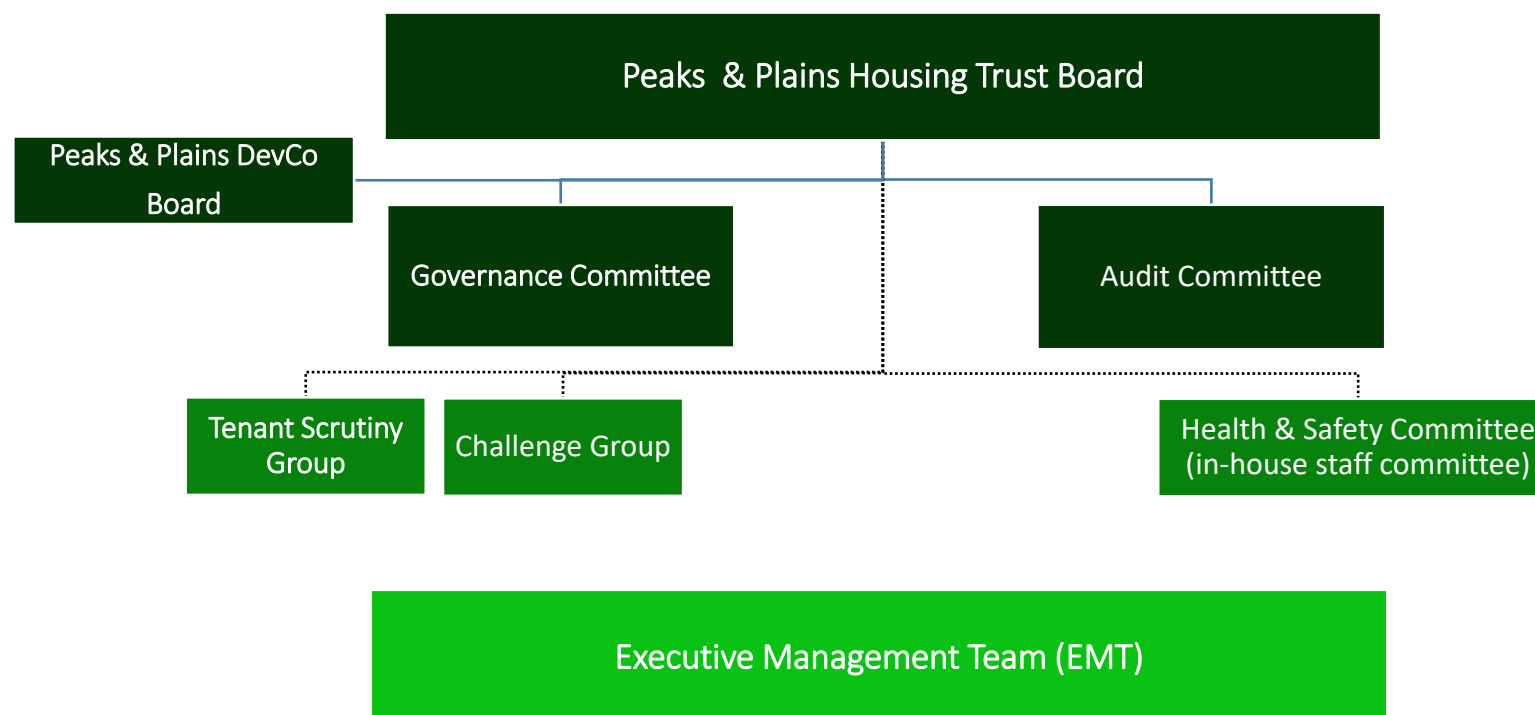
## Personal qualities

- Has a commitment to the interests of current and future residents and to improving services.
- Has a personal and professional credibility that commands confidence at all levels.
- Is a decisive and effective decision maker who leads by example with an open, engaging, inclusive and enthusing style.
- Has a collaborative style that engages people at all levels and promotes positive relationships throughout the organisation and with its stakeholders.
- Shares the values of the organisation and has a high level of integrity
- Is committed to accountability, openness, transparency and equity.
- Has the necessary time to commit to the role.



## Governance 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

Board Chair: £14,500 per annum.

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 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 for the Board Chair will be around 30-35 days a year.

Board and committee meetings are usually held in the late afternoon/early evening on a Tuesday. 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

Board meetings are held at the Trust's offices in Macclesfield. Other meetings are usually either held at the offices 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, Tuesday 14<sup>th</sup> October 2025**

The meeting to agree longlisted candidates will take place w/c 20<sup>th</sup> October. 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: Wednesday 29<sup>th</sup> October 2025**

Longlisted candidates will be interviewed by a Campbell Tickell panel, and there will be an opportunity for an informal conversation with Mark Howden, Chief Executive.

First interviews will be held online.

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**Final interviews: w/c 17th November 2025**

Shortlisted candidates will be interviewed by a Peaks & Plains panel.

Final interview will be conducted in-person at Peaks & Plains' offices in Macclesfield.

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## Board and committee meeting dates

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The 2026-27 meeting calendar will be set in late 2025. For now, we provide the 2025-26 calendar dates.

<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

PEAKS & PLAINS  
Housing Trust



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# Chair

North west (Cheshire) | £14,500 pa

At Peaks & Plains Housing Trust, we believe that a safe, secure, and affordable home is the foundation for a better life. With over 5,000 homes across Cheshire and the High Peak, we are proud to be part of the communities we serve, helping our customers to thrive and neighbourhoods to flourish.

We are now seeking a new Chair of the Board to help us shape the future. This is an opportunity to lead an organisation with a clear social purpose, working alongside a committed Board and Executive to make sure the voice of our residents' guides everything we do.

We are looking for a Chair who can inspire confidence, bring people together, and champion our values. An open and engaging style and strategic focus is more important than your sector background, and what matters most is your passion for making a difference, your integrity, and your ability to provide thoughtful challenge and support.

As Chair, you will help us deliver on our ambitions, support innovation, and strengthen our role as a trusted partner in the region. Most importantly, you will have the chance to make a lasting impact on thousands of lives by helping us create homes and communities where people can truly belong.

We warmly welcome applications from people of all backgrounds and lived experiences. Diversity strengthens our Board, and we are especially keen to hear from those who can bring fresh perspectives to help us reflect and serve the communities we work with.

Download a job pack at [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs)

Contact **Isabella Ajilore** at **Campbell Tickell** to arrange a conversation: [isabella.ajilore@campbelltickell.com](mailto:isabella.ajilore@campbelltickell.com)  
**07572 166 417**

Closes: **Tuesday, 14th October 2025 | 9am**





# Community Wellbeing Hub



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Recruitment 020 3434 0990

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