



PEAKS & PLAINS
Housing Trust

Board members x4

Recruitment pack

February 2026

**CAMPBELL
TICKELL**

Your application

Thank you very much for your interest in these Board member posts at Peaks & Plains Housing Trust. 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. Please clearly state here if you are interested in the Chair of Governance Committee role, and if so, do provide some details of your interest. In the 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. 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, Monday 16th March 2026. Please ensure we receive your application in good time.

Do contact 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

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Welcome to Peaks & Plains Housing Trust

Thank you for your interest in becoming a Board member at Peaks & Plains Housing Trust. We feel very close to the communities we serve. Our recent Regulatory Judgement (see p5) demonstrates how strong governance, transparency, and a resident-focused approach sit at the heart of everything we do. We are very proud of this result, but we recognise that there is always more to do. If you are appointed to our Board, you could play a real part in shaping our future as we continue our work to improve.



Jane McCall

Jane McCall | Chair of the Board

I joined the Board in December 2025 and will succeed Jane as Chair in May 2026. I strongly believe that diverse, representative governance is not a 'nice to have', but essential to the success of housing associations that are rooted in their communities. Boards are at their best when they reflect the people and places they serve, bring together different lived experiences, and create space for constructive challenge and fresh thinking. That is the kind of inclusive leadership I am committed to as Chair.



I am really looking forward to working with fellow Board members, the Executive Team, colleagues across the organisation and, most importantly, our residents, to build on the strong foundations already in place and continue the success of Peaks & Plains. If you are enthusiastic, values-driven and motivated by the opportunity to make a genuine difference, I would encourage you to consider joining our Board and helping Peaks & Plains deliver its ambitions for the communities we serve.

Steve Hughes

Steve Hughes | Chair Designate

I am delighted that you are considering joining Peaks & Plains Housing Trust as a Board member. We are excited to be recruiting for four new Board members as some colleagues reach the end of their tenure with us, and at a time when we are ready to build from a strong foundation and make further improvements. We are now around halfway 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. In this recruitment we are particularly looking for individuals with skills in the following areas:



- Organisational development/Human resources
- Housing management with customer focus/ regulation and governance
- Treasury management/Business finance
- Strategic Asset Management

We want one of these individuals to also take on the role of Chair of our Governance Committee, and we include a role profile for the Committee Chair post in the pack. As well as being Board members, the other members will have a place on either the Governance Committee or Audit Committee. Thank you for your interest and we very much look forward to receiving your application.

Alison Hadden

Alison Hadden | Chair of Governance Committee and Vice-Chair of the Board

About Peaks & Plains Housing Trust

Peaks and Plains Housing Trust manages over 5,000 homes, predominantly in and around Macclesfield, but also across Cheshire more broadly and into Derbyshire High Peak. We 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.

The Trust has just been given a G1/C1/V2 rating in the recent Regulatory Judgement from the Regulator of Social Housing, following an inspection in Autumn 2025. 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](#).







Board member - role profile

Introduction

The role of the Board is to direct the business of the Trust and to ensure that it is run effectively so as to ensure its long-term success.

The Board Terms of Reference (available on request) set out specific duties and responsibilities of the Board as a whole, these are summarised as follows:

- Set the strategic direction and objectives for the Trust, agreeing strategies, policies and plans and making decisions to support these.
- Ensure that the Trust provides safe homes for tenants and shared owners and maintains safe working arrangements for staff; ensuring that all the Trust's health and safety obligations are met.
- Provide financial oversight and control, ensuring that the Trust's resources are managed effectively to ensure its continued viability, social housing assets are not put at undue risk and that value for money is achieved.
- Ensure that the Trust has an effective risk management and internal controls assurance framework.
- Establish and oversee a sound framework for investment in both existing and new homes, ensuring that plans are implemented, and performance monitored and evaluated.
- Ensure that the Trust provides a great, customer focussed service as a landlord, ensuring that customer views and feedback is listened to and taken into account when shaping services.
- Ensure the Trust meets legal and regulatory requirements and complies with its own constitution and that its business is conducted in line with high standards of conduct and propriety.

Purpose

- To fulfil the role of a company director (Board member) and to work constructively with other Board members, the Executive Management Team and other staff to ensure that the Board as a whole fulfils its role.

Key Responsibilities

Strategic Leadership

1. Provide focused strategic leadership and direction to the work of the Trust.
2. Actively contribute to the development and review of the Trust's strategic/corporate plan.
3. Define, uphold, promote and ensure compliance with the Trust's purpose, values, objectives, strategies and policies.

Safe Homes and Working Arrangements

4. Ensure that you understand your duties as a Board member (Non-Executive Director) in terms of health and safety as it applies to the Trust.
 5. Ensure that the Trust complies with its health and safety duties under the relevant health and safety legislation and regulations and that it has processes for complying with these duties and adequate resources, staff and equipment to operate the business safely.
 6. Promote and uphold a positive health and safety culture and vision and ensure that this is reflected in all Trust policies and decisions.
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Financial Oversight and Control and VFM

7. Ensure an effective Business Plan and budget is in place, based on reasonable assumptions, and that they support the achievement of the Trust's strategic objectives.
 8. Satisfy yourself as to the integrity of financial information, based on an appropriate range of assurances, to enable the Board to approve each year's accounts prior to publication.
 9. Ensure that you understand the funders' requirements, including loan covenants, and ensure that the Trust complies with these.
 10. Provide leadership on value for money, understand the costs of the business and set targets which relate to securing value for money.
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Risk, Control and Performance

11. Provide leadership within a framework of prudent and effective controls that enable risk to be properly assessed, responsibly managed and controlled.
 12. Actively seek appropriate assurances regarding those risks and the effectiveness of controls.
 13. Satisfy yourself that there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how the organisation is performing.
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Investment and Services

14. Ensure that, in taking decisions, you consider the best interests of the Trust and its customers and promote high quality standards and effective service delivery.
 15. Satisfy yourself that the Trust's investment is directed towards effective and efficient use of the Trust's housing stock and towards meeting current and future needs for homes.
 16. Set a positive culture with a strong customer focus, ensuring that the Board takes appropriate account of customer views and priorities in the decisions it takes.
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Governance and Regulation

17. Ensure that you understand the regulatory framework within which the Trust operates and ensure that the Trust complies with those requirements.
 18. Ensure that you understand the constitutional and legislative framework as it applies to the Board and act within its powers and in line with the Trust's Standing Orders and Financial Regulations.
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19. Satisfy yourself that the Trust's affairs are conducted to accepted standards of performance and propriety.
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Conduct of Board Business

20. Prepare diligently for and attend Board and Committee meetings, any additional Board meetings, making an active contribution to discussions and decision making, exercising reasonable care, skill and independent judgement.
 21. Work with fellow Board and Committee members constructively and respect their views.
 22. Provide oversight, direction and constructive challenge to the Chief Executive and Executive Team.
 23. Raise issues appropriately if you have concerns that the Trust is not being managed to the required standards and/or with the required level of probity.
 24. Act responsibly and ethically and in accordance with the Trust's Code of Conduct and the National Housing Federation Code of Governance. Ensure your behaviour as a Board Member models the values of the organisation.
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Accountability and Promoting the Organisation

25. Be an ambassador for the Trust to promote the success of the Trust; build and maintain good relationships with stakeholders, particularly residents, the RSH and any other related statutory agencies.
 26. Positively promote the Trust's purpose and values and the accountability of the Trust through openness and contact with communities, representative bodies and strategic authorities, attending ad-hoc meetings as required.
 27. Comply with the organisations health and safety policies and procedures.
 28. Understand and demonstrate the principles of confidentiality and ensure that all information gained as a Board member is treated in strictest confidence.
 29. Observe and continually promote the Trust's policies on equality, diversity & inclusion.
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Improving Board and Individual Board Member Effectiveness

30. Participate in regular reviews of collective Board and committee performance and reflect on and seek to learn from reviews of own contribution in individual Board member appraisal, so that effectiveness and performance can be monitored and enhanced.
 31. Participate in Board induction, training and development, including Board 'away days', and in other learning activities as required.
 32. Contribute to the direction of the Trust by supporting the Executive in particular projects or areas on request, e.g. recruitment or champion.
 33. Keep up to date with your own specialist area of knowledge or expertise and keep abreast of current developments and thinking in the sector including matters relating to housing, social policy, regulation, the political and legislative environment, governance and investment.
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Board member - person specification

PART ONE – Knowledge and experience

Knowledge and experience (HR & OD role)

1. Experience in and/or a demonstrably strong understanding and skills relating to organisational development and culture and people management
2. Experience in and/or a demonstrably strong understanding of and commitment to good governance
3. A good understanding of the health and safety responsibilities of employers
4. Understanding of the constraints of working in a regulated sector
5. Understanding of the social, political, and economic environment in which social housing organisations work
6. Understanding of the role of a Board Member
7. Understanding of and commitment to equality, diversity & inclusion

Knowledge and experience (Strategic Asset Management role)

1. Experience in and/or a demonstrably strong understanding and skills in strategic asset management in the housing or commercial sector.
2. A good understanding of health and safety issues relevant to asset management/property management.
3. An understanding of environmental considerations in asset management such as energy efficiency and affordable warmth measures and decarbonisation.
4. Understanding of the constraints of working in a regulated sector
5. Understanding of the social, political, and economic environment in which social housing organisations work
6. Understanding of the role of a Board Member.
7. Understanding of and commitment to equality, diversity & inclusion

Knowledge and experience (Treasury and Finance role)

1. Experience of and/or a demonstrably strong skills in business funding/treasury management
2. A good understanding of business and financial risk management
3. Understanding of the constraints of working in a regulated sector
4. Understanding of the social, political, and economic environment in which social housing organisations work
5. Understanding of the role of a Board Member.
6. Understanding of and commitment to equality, diversity & inclusion

Knowledge and experience (Housing Management/Customer Service/ Governance and Regulation role)

1. Experience in and/or a demonstrably strong understanding of operational or strategic management within social housing or similar customer facing organisations
 2. Experience of and/or a demonstrably strong understanding of and commitment to good governance
 3. Understanding of the constraints of working in a regulated sector
 4. Understanding of the social, political, and economic environment in which social housing organisations work
 5. Understanding of the role of a Board Member
 6. Understanding of and commitment to equality, diversity & inclusion
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PART TWO – Skills and abilities (applicable to all)**Skills and abilities**

In addition to specific skills and experience, Board Members must also be people who are:

- 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 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.

Governance Committee Chair - role profile

One of these four new Board members will also take on the Chair of Governance Committee role.

Introduction

The Committee's role is to support the Board in ensuring that the Trust has effective governance arrangements in place; approving and recommending policies which support good governance, considering legal and regulatory requirements and good practice, monitoring the Trust's compliance with these and making recommendations to the Board on matters of governance.

The Committee also has a role in determining Executive remuneration, for setting the framework for staff remuneration, pensions provision and leadership succession planning and for making recommendations to the Board on these matters.

Purpose of Role

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 or Committee member (the responsibilities for which are set out in a separate document), the Chair of the Governance Committee has a specific role and distinctive responsibilities.

Responsibilities

1. Lead the Committee in ensuring that the Trust has robust and effective governance arrangements in place and in monitoring the Trust's compliance with legal and regulatory requirements and its arrangements in terms of good practice in governance
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. 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.
5. Liaise with Exec 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.
6. Ensure that the Committee has regard to the relevant provisions in the NHF Code of Governance in the discharge of its duties.
7. Take decisions delegated to the Chair in accordance with the provisions in the Standing Orders (Urgency Procedure).
8. Assist in the identification of training needs for the Committee as a whole and for individual Committee members.
9. Contribute, with other Chairs, to ensuring effective overall governance of the Trust and co-ordination of activities across the Trust's governance structure.
10. Ensure that the Committee's decision always reflect the Trust's ethos and values.
11. Act with the highest levels of integrity and ethical leadership.

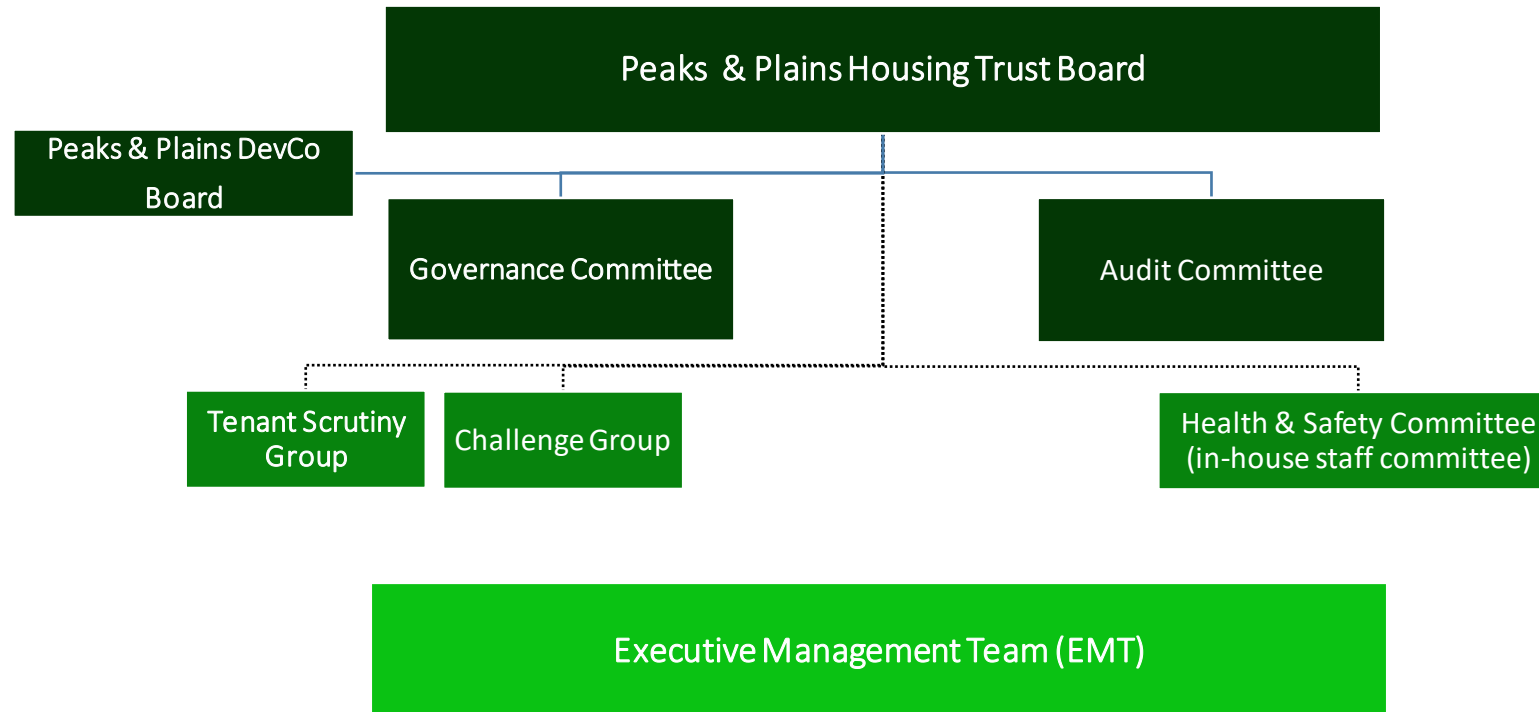
Governance Committee Chair - person specification

Key Competencies

Specific or especially necessary to the role, in addition to core requirements for a Board member:

1. Ability to listen to a wide range of contributions, challenge constructively and achieve consensus in collective decision making.
2. Sound knowledge of what constitutes good governance with a good understanding of the role of regulation in the housing or similar sector.
3. Good understanding of people management and organisational development issues.
4. Able to influence the opinions of others based on the critical analysis of information.
5. Able to develop and maintain effective relationships with other stakeholders, including other Board members, staff and customers.
6. Sound understanding of and commitment to fairness, respect, inclusion, and equality and diversity.
7. Willing to devote the necessary time to fulfil the role of Governance Committee Chair.

Governance structure chart



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



Conclusion

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Key terms and conditions

Remuneration

Board member: £5,925 per annum.

Supplement for the Chair of Governance Committee: £2,290 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.

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 Board members will need to commit up to 20 days a year to the role. Some additional time commitment will be needed for the Chair of Governance Committee role.

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.

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.

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.

Key dates and the selection process

Closing date: 9am, Monday 16th March 2026

[If you are interested in the Chair of Governance Committee role, please be sure to clearly indicate this in your application]

The meeting to agree longlisted candidates will take place w/c 23rd March. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: Monday 30th March, Wednesday 1st, Thursday 2nd, and Tuesday 7th April 2026

Longlisted candidates will be interviewed by a Campbell Tickell panel.

First interviews will be held online.

Final interviews:

- Treasury management/ business finance role: **Wednesday 22nd April 2026**
- Interviews for the other three roles: **Wednesday 15th and Thursday 16th April 2026**

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

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

Board and committee meeting dates

These are the provisional 2026-27 meeting calendar dates, so there may be some changes once the calendar is finalised.

Date	Time	Type of Meeting
5 May 2026	4.00pm	Audit Committee
19 May 2026	4.00pm	Board Meeting - Business Plan Review
26 May 2026	3.00pm	DevCo Board
26 May 2026	4.00pm	Board Meeting
2 or 9 June 2026	4.00pm	Governance Committee
4/5 June 2026 (Thurs/Fri)	TBC	Board Away Day(s)
14 July 2026	4.00pm	Audit Committee
28 July 2026	3.00pm	DevCo Board
28 July 2026	4.00pm	Board Meeting
08 September 2026	4.00pm	Governance Committee
29 Sept 2026 or 6 Oct 2026	4.00pm	Board Meeting
13 October 2026	4.00pm	Board Development/Discussion/Training Session
10 November 2026	4.00pm	Audit Committee
1 December 2026	4.00pm	Board Meeting
10/11 December 2026 (Th/Fri)	TBC	Board Away Day(s)
12 January 2027	4.00pm	Governance Committee
26 January 2027	4.00pm	Board Meeting
9 February 2027	4.00pm	Audit Committee
23 February 2027	4.00pm	Board Development / Discussion / Training Session
9 March 2027	4.00pm	Governance Committee
30 March 2027	3.00pm	Devco Board Meeting
30 March 2027	4.00pm	Board Meeting



Board members x4

North west (Cheshire) | £5,925 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 have been on a journey of continuous improvement and recently attained a G1/C1/V2 rating from our Regulator which demonstrates our commitment to excellence.

We are excited to be recruiting for four new Board members as some colleagues reach the end of their tenure with us. With a new Chair (Designate) joining us in late 2025, and the recent positive outcome of a regulatory inspection confirming the strength of our governance and the quality of our work with customers, this is a great time to be joining our Board. These Board member roles provide an opportunity to play a real part in shaping the future of an organisation making a genuine difference in the lives of our customers.

For these roles we seek candidates who bring proven skills and expertise in one the following areas:

- Organisational development/ human resources
- Housing management with customer focus/ regulation and governance
- Strategic asset management
- Treasury management/ business finance

We are open to this being your first Board role, however we do want one of the candidates who takes up the first three of the roles listed above to also be the Chair of our Governance Committee (with supplemental remuneration), and for that role, we would expect previous board and chairing experience.

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, contributing to strategic decisions, and working creatively with others to meet our ambitions.

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

Closes: **Monday 16th March 2026 | 9am**



Community Wellbeing Hub



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