

**Alistair Hollows**

**A constructive critic, proactive in reviewing Strategy and Briefing Papers in my existing Non-Executive Roles. A combination of regulatory and governance experience underpinned by professional qualifications and ongoing training provides me with the tools to assist organisations to achieve structured, risk managed growth. Current activities are covered by the FRC Governance Code, the Nolan Principles and Financial Conduct Authority Regulations and include the application of the Treasury Three Lines of Defence.**

# PROFESSIONAL HISTORY

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| 2018 - Date2015 – Date | David Lewis CentreTorus Group | Charity Trustee and Finance Committee MemberHousing Association Group Audit and Risk Committee Member |
| 2014 – Date | Pinnacle Group | Professional Services Subsidiary Companies Director |
| 2006 – 2009 | In House Group Plc | AIM Listed Finance Director |
| 2002 – Date | IFA Mentor | Financial Services Consultancy Director |
| 2001 – 2002 | Sage Financial Services | Financial Services Network Head of Development |
| 1997 – 2001 | Thomsons FPC  | National Wealth Management Director of Professional Adviser Services  |
| 1992 – 1997 | Joint Monitoring Unit | Professional Body Regulatory Inspector  |
| 1991 – 1992 | Independent Consultant | Interim Audit Management Consultancy |
| 1987 – 1991 | KPMG Peat Marwick | Senior Manager, Canada (1989-1991) |
|  |  | Audit Manager, Malawi (1987-1989) |
| 1981 – 1986 | Clark Whitehill  | Trainee to Audit Senior |

# ROLES

# Board Roles

* David Lewis Centre (2018 – date) – Specialist Care Charity (T/O over £20m)– Member of the Board of Trustees and of the Finance Committee for this Charity specialising in providing education, day care and residential facilities to service users with severe epilepsy and or autism.
* Torus (2015 – date) – Large Housing Association (over 40,000 homes) – Appointed to the Audit and Risk Committee of the Group. Key responsibilities are reviews of risk related reports and participation in the 6 monthly strategic reviews.
* Pinnacle Sports & Entertainment (2013- date) – Football Agency looking after a small number of Premiership and Championship players – Director of the professional services subsidiaries of the Agency providing guidance and support to the operational staff. Chair the Group’s monthly management meetings.
* IFA Mentor (2002 – date) – Boutique Financial Services Consultancy– Responsible for the delivery of management consultancy services to clients regulated by the Financial Conduct Authority. Providing guidance to Boards and Principals on strategy, marketing and on mergers and acquisitions.
* In House Group (2006-09) – Appointed as Finance Director of an AIM Listed Property Company to assist with the restructuring of the business. Responsible for delisting and relisting the business on AIM and in the arranging of the main funding facility. Following the restructuring I left the business which subsequently went into liquidation on withdrawal of the funding facility due to the collapse of the Building Society providing the funds.

# Professional Roles

* ICAEW Council – I was on the governing body of the ICAEW from 2001 for 12 years. The main roles of Council were to set strategy and provide oversight of and guidance to the Institute’s Executive Team.
* ICAEW Financial Services Faculty – I was a founder of the Faculty in 2007 (having been on the Faculties Review Committee that set it up) and was Deputy Chairman until 2013. I continue to have connections with the Faculty through my membership of the Faculty’s Advisory Board.
* Manchester Society of Chartered Accountants – I was President in 2012/13 chairing committee meetings and representing the Society in the business community.

# EXPERIENCE

# Governance Experience

* ICAEW Governance Review - Instigated and then Chaired a Governance Review of the Institute of Chartered Accountants in England & Wales (ICAEW) producing a range of proposals to improve the governance of the ICAEW, many of which have since been adopted.
* Torus Governance Restructuring – I joined Torus when two Housing Associations came together and was involved in the discussions leading to the restructuring of the existing governance arrangements to establish a Common Purposes Board. A new merger (with Liverpool Mutual Homes) commenced in January 2019.
* External Reviewer of Degree Courses – I have acted as an external reviewer of finance related degrees at Manchester Metropolitan University and the University of Huddersfield.

# Risk Management Experience

* Torus Audit & Risk Committee – The Committee monitors the risks of the group on a regular basis based on a Risk Register which has been crossed matched to the Board’s Risk Tolerances determined from annual Risk Tolerance Exercises. The Treasury Three Lines of Defence Approach has been adopted and regular stress testing exercises are undertaken.
* IFA Mentor – All client firms are subject to a formal Risk Assessment Review on initial engagement and the firm provides Risk Management tools for use by firms supplemented by Risk Assurance visits at regular intervals. The Firm also provides consultation services to the client firms’ boards and advisers to address any specific risk issues as they arise
* ICAEW Council – A Risk Register was introduced towards the start of my time on Council and this was used as the primary risk management tool for Council with deep dives on specific matters at Council Meetings and Annual Reviews of the Register at Council Conference.

# Regulatory Experience

* IFA Mentor – The company assists client firms with regulatory returns and applications to the Financial Conduct Authority and also provides consultation services to the client firms’ boards and advisers to address any specific risk regulatory issues as they arise including dealing with the Financial Ombudsman Service in relation to any complaints.
* Torus – The Group is regulated by the Charity Commission and the Homes and Communities Agency (HCA), undergoing a In Depth Assessment (IDA) by the HCA due to the potential risks raised by the Merger. I was actively involved in the IDA review.
* JMU – I was a Regulatory Inspector for the Joint Monitoring Unit (JMUs) of the Institutes of Chartered Accountants, conducting Audit and Investment Business Regulatory Reviews on a full range of firms of Chartered Accountants and also taking a lead role in the design of the JMUs internal risk assurance programme.

# QUALIFICATIONS

Professional ICAEW - President of Manchester Society of Chartered Accountants (2012-13)

 - Deputy Chairman of Financial Services Faculty (2007-13)

 - Council Member (2001-13)

 - FCA 1996 (ACA 1985)

 PFS - Chartered Financial Planner 2012, APFS 1999(G10, G20, G30 and G60) (FPC 1995)

 FCA - Registered Individual (No - AVH00002)

University BA (Hons) Accountancy/Law (University of Kent) 1981

Computer Skills Regular user of the full range of Microsoft Office suite of programs

# INTERESTS

Hockey Recently returned to playing hockey after retiring from playing rugby due to injury

Motorcycling Own a touring motorcycle, currently used in the UK but with plans to return to touring Europe

Theatre Regularly attend both amateur and professional performances

Travel Both in the UK (generally involving country walks) and abroad (self-managed tours)

# PERSONAL DETAILS

Date of Birth: 31/10/1959 Nationality: British

Marital Status: Married with 3 Children Driving Licence: Full and clean